

# FY 03



STATE OF MISSOURI  
OFFICE OF ADMINISTRATION

## DIVISION OF PERSONNEL ANNUAL REPORT



**"Continuously Improving Human Resource Service Delivery in Missouri State Government"**

Alma G. McKinney  
Director

Division Overview  
Events and Achievements  
Workforce Analysis  
Planning and Projections

State of Missouri  
Office of Administration

## **DIVISION OF PERSONNEL**

# **2003 ANNUAL REPORT**

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...and all Office of Administration, Division of Personnel staff whose dedication and commitment enabled the Division to accomplish its goals and continue to render quality service to all our stakeholders.



**Bob Holden**  
Governor

**Jacquelyn D. White**  
Commissioner

State of Missouri  
**OFFICE OF ADMINISTRATION**

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Director

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Dear Colleagues,

Over the past year, virtually every state in the nation has been faced with unprecedented social and economic challenges. Issues of safety, security, terrorism and devastating budget reductions have added to an already long list of concerns. Missouri has not been untouched by these crises. Despite these challenges, Missouri has been able to maintain a strong workforce, while continuing to flourish with fresh ideas, quality services and award winning achievements.

It is likely, however, that in the coming years, Missouri State government, as other public and private employers, will face continued challenges to improve services with fewer human and financial resources.

While this report presents information about some of the Division of Personnel's accomplishments, it also provides a current "snapshot" of workforce demographics, pay data, turnover rates, collective bargaining, layoff statistics, professional development and recognition programs. Our intent is to provide useful fact-based data from both a statewide and agency perspective, for informational purposes as well as future human resource planning and decision-making.

This report primarily profiles the 60,000 employees in the 16 Departments of the Executive Branch, with some information on the 6,000 employees in the Legislative and Judicial Branches. The source of the majority of data in this report is from the Statewide Advantage for Missouri's Human Resource System (SAM II).

It is our hope that the current "snapshot" of Missouri State government will enable agencies, legislators and constituents to make proactive decisions that are in the best interest of our continued commitment to excellence in all aspects of service delivery in state government.

I look forward to an exciting year with your continued support.

Sincerely,

Alma G. McKinney

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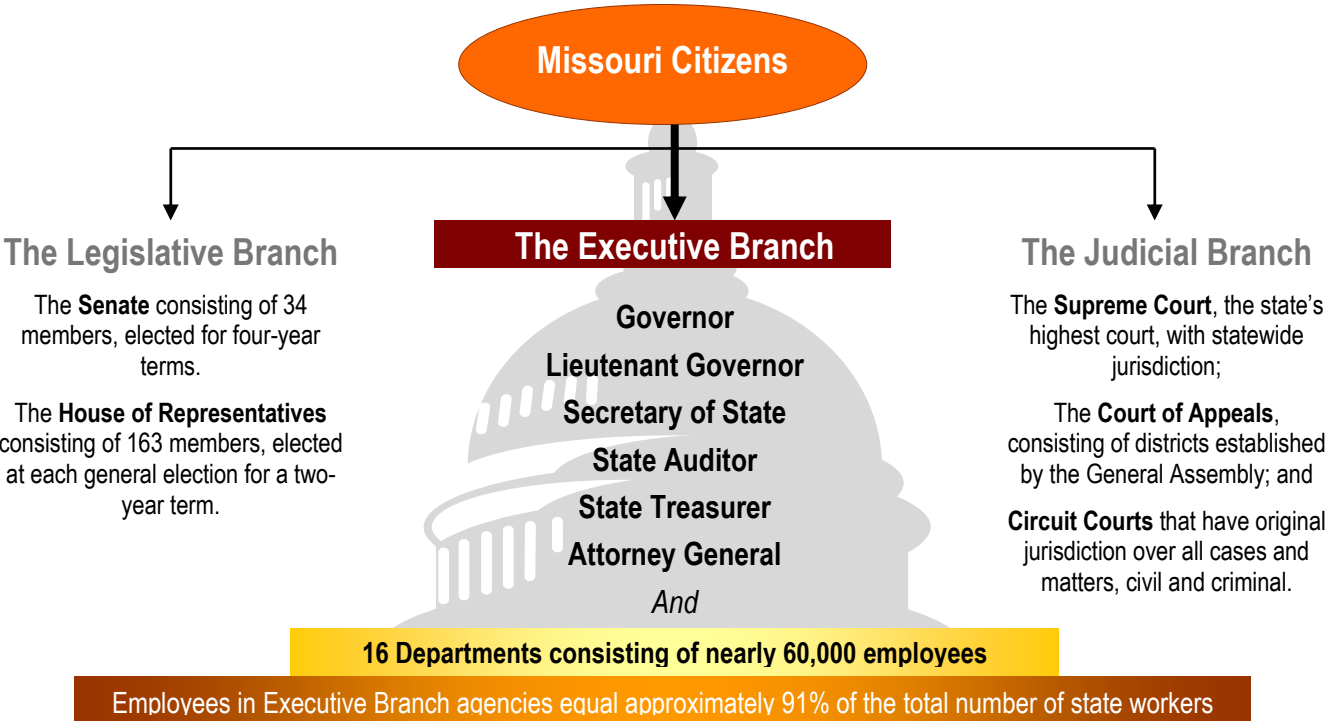
**“... we can take a better road – the road forward. One that continues our progress to streamline government, but one that protects and maintains critical services and also leads us to a brighter future.”**

Governor Bob Holden  
January 15, 2003  
State of the State Address



# Missouri State Government

*The Missouri Constitution (Article II, Section 1) states: "The powers of government shall be divided into three distinct departments- the legislative, executive and judicial."*



The Division of Personnel of the Office of Administration, provides consultation and expertise in personnel management to all Executive Branch agencies to assist in the accomplishment of their missions.

Missouri Revised Statutes  
Chapter 36 State Personnel Law (36.030) Merit and (36.031) Uniform Classification and Pay Plan (UCP)

To further define the structure of Executive Branch agencies and the scope of the Division of Personnel's work, Chapter 36 identifies state agencies that will participate in a Missouri Merit System of personnel administration.

The Missouri Merit System is based on the principles of merit and fitness derived from competitive examinations for employment and advancement, objective and consistent human resource management policies and procedures and the ability of employees to appeal disciplinary actions. Chapter 36 (36.030) provides that the Division of Personnel will be charged with the implementation and administration of Merit System practices.

Nearly 40,000 state employees in six Executive Branch agencies and selected sections of three others comprise the Merit System administered by the Division of Personnel.

## Totally Merit & UCP

Office of Administration  
Department of Corrections  
Department of Health & Senior Services  
Department of Mental Health  
Department of Natural Resources  
Department of Social Services

## Partially Merit & UCP

Department of Economic Development  
Department of Labor and Industrial Relations  
Department of Public Safety

## Non-Merit Executive Branch Agencies

Department of Agriculture (UCP)  
Department of Conservation  
Department of Elementary and Secondary Education (to be partially UCP)  
Department of Higher Education (UCP)  
Department of Insurance (UCP)  
Department of Revenue (UCP)  
Department of Transportation

# The Personnel Advisory Board

Within the Office of Administration, the State Personnel Law (Chapter 36, RSMo) provides for a Personnel Advisory Board of seven members, six of whom are appointed by the governor with the advice and consent of the Senate. Four members are appointed from the public at large, one is a member of executive management in state government and one is a non-management state employee. The seventh member is the person designated as the state equal opportunity officer. The board has oversight responsibility for the Missouri Merit System and the Uniform Classification and Pay System and has broad policy making authority in various areas of human resources administration.

Typically, the Board holds a public meeting on the second Tuesday of each month to address issues the Director of the Division of Personnel places on their agenda.

In closed sessions, the Board decides appeals from:

- Merit agency employees who are dismissed, demoted involuntarily with cause, and suspended without pay for more than five working days;
- Non-merit agencies employees who are dismissed and whose agencies have not adopted appeal procedures substantially the same as the Board's; and
- Employees who claim to have been disciplined for engaging in "whistleblowing" under section 105.055, RSMo 2000.

The Board also decides appeals resulting from actions taken by the Director of the Division of Personnel, which include:

- The Director's decision to deny an employee's application to take an examination,
- The Director's decision on an applicant's claim of unfair treatment in the examination process,
- The Director's removal of an eligible from a register.

Responsibilities also include meeting with appointing authorities regarding human resource management needs and making recommendations to the governor and the General Assembly regarding state compensation policy.

The Director of the Division of Personnel is the Secretary to the Board.

Personnel Advisory Board  
Truman State Office Bldg., Fourth Fl.  
Telephone: (573) 751-4576  
FAX: (573) 751-8641  
TDD: (573) 526-4488

Members of the Personnel Advisory Board are appointed by the Governor and with the advice and consent of the senate. Each member's appointment is for a term of six years and/or until each member's successor is appointed and qualified.

## Board Members

Paul Boudreau  
Chair

Karen Touzeau  
Vice Chair

Margrace Buckler  
Member

Marvin Eason  
Member

Karen Ferguson  
Member

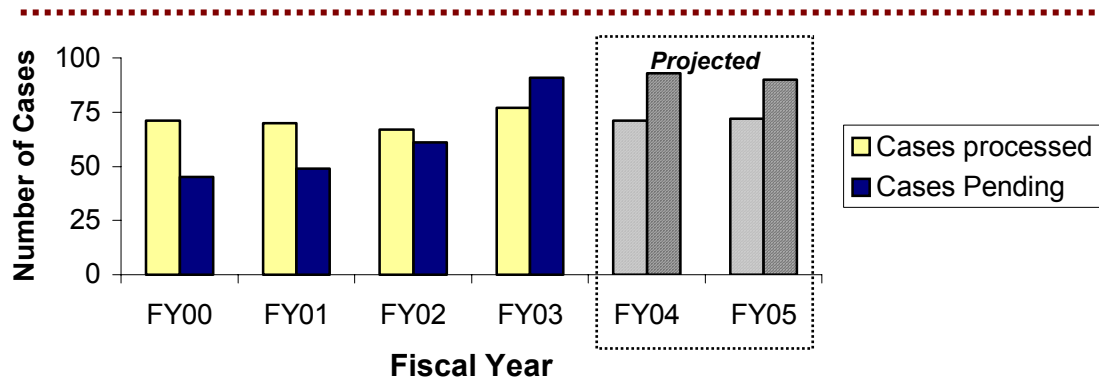
Anne Gardner  
Member

Vacant  
Member

# The Personnel Advisory Board

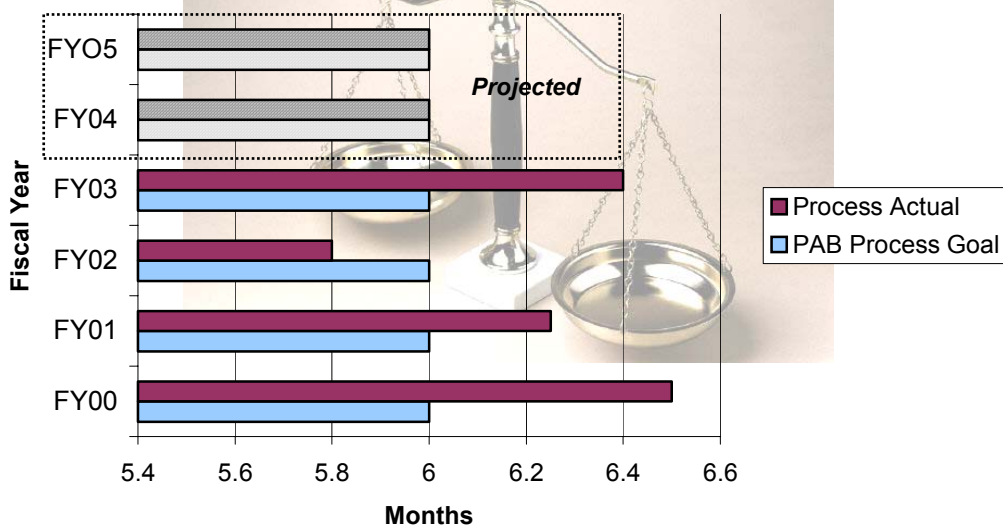
The Personnel Advisory Board measures its performance by the average time between the filing of a disciplinary appeal and the date of final decision in which the Board approves or disapproves the discipline.

**PAB Caseload**



At the end of FY03, there were 91 actual appeals pending.

**PAB Case Processing Time**



# Division Overview

## Statement of Purpose

The Division of Personnel strives for excellence in human resource service, training and consultation in government, through the application of federal and state regulations, quality principles and professional practices to ensure that Missouri's workforce continues to be efficient, competitive and effective.

## Charter

Chapter 36 of the State Personnel Law (Merit System and Uniform Classification and Pay Plan) establishes the foundation for the variety of services the Division of Personnel performs. Dedicated individuals in the areas outlined on this page contribute their expertise to ensure that each agency is provided with effective human resource management strategies and support.

## Employee Services

- Reviews applications for employment within the Merit System
- Ensures employees are assigned to appropriate job classes
- Develops and administers position classifications for agencies covered by the Uniform Classification and Pay (UCP) System

## Labor Relations

- Provides negotiation and administration of formal agreements between employee elected unions and agency management

## Pay, Leave and Reporting

- Provides information on the Uniform Classification and Pay System Pay Plan (UCP)
- Interprets policies on pay, leave, and hours of work
- Provides workforce reports and assistance with the SAM II HR/Payroll System
- Maintains lists (registers) of people from whom agencies can select for Merit System jobs
- Ensures personnel transactions are in compliance with State Personnel Law

## Planning and Development

- Provides statewide supervisory and managerial training programs
- Provides performance management and process improvement strategies
- Administers statewide employee recognition programs and the employee suggestion program



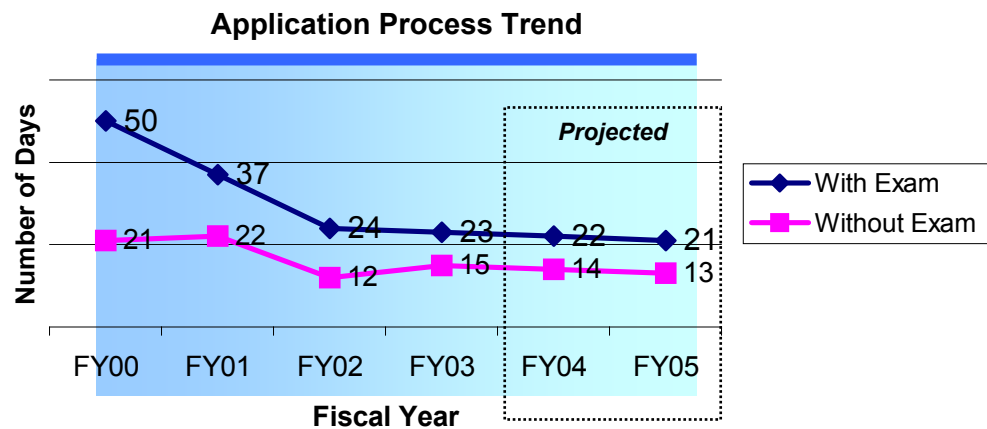
# Performance Measures “Snapshot”

## SNAPSHOT #1

Process a job seeker’s application and add his or her name to the register of eligibles in 10 days or less if no exam is required. RSMo 36.150. 1., 36.200

Process a job seeker’s application and add his or her name to the register of eligibles in 14 days or less if an exam is required RSMo 36.150. 1., 36.200

**Importance:** To assure compliance with the State Personnel Law in a timely manner by providing efficient services to applicants and agencies.

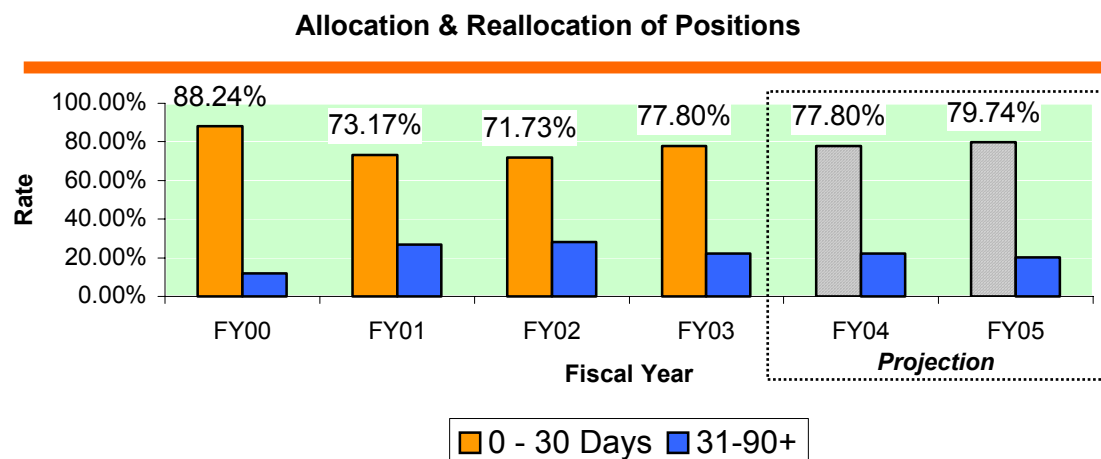


## SNAPSHOT #2

Process 90% of allocation or reallocation requests from agencies in 30 days or less.

RSMo 36.100; 36.120 and 36.130

**Importance:** To assure compliance with the State Personnel Law in a timely manner by providing efficient services to employees and agencies, while maintaining the internal equity of the Uniform Classification and Pay System.

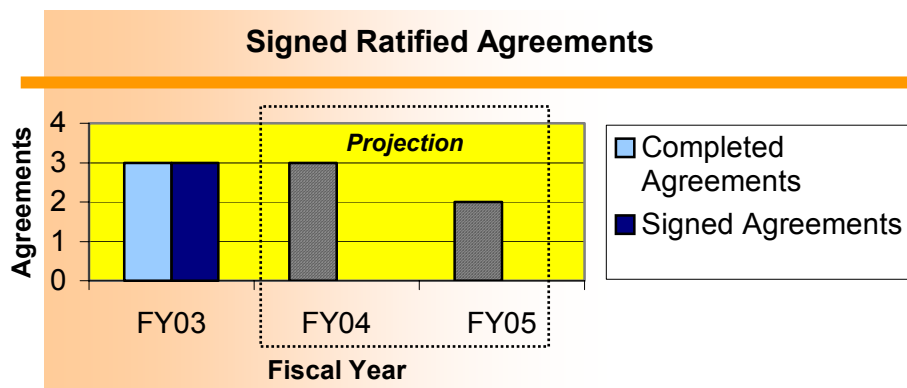


### SNAPSHOT #3

Rate of ratified agreements signed compared to the number of agreements completed.

RSMo 36.510, Executive Order 01-09

**Importance:** Ratified agreements determine that the bargaining process was effective and successful and serves the interest of those employees covered by the agreement.

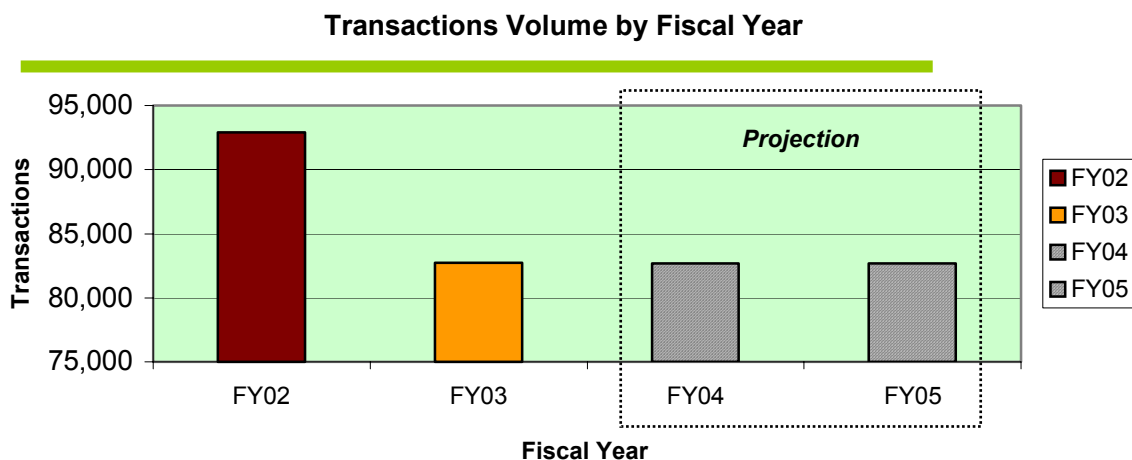


### SNAPSHOT #4

Process 100% of all transactions during the pay cycle in which the request is effective

RSMo 36.090.3(1), 36.100.1.

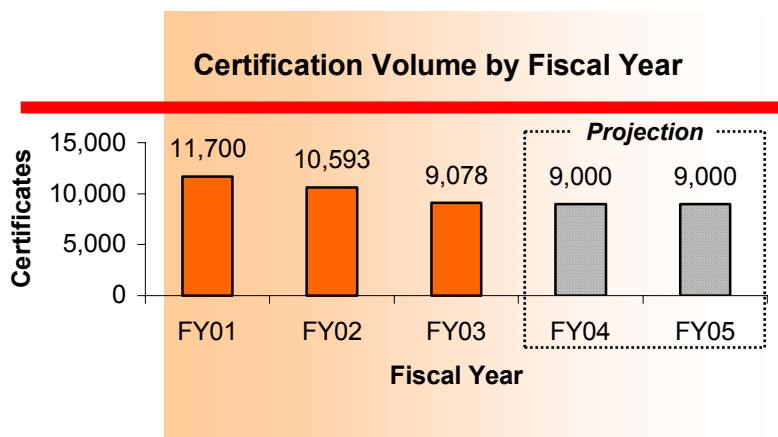
**Importance:** Transactions must be approved for the pay cycle in which they are effective so that employees are paid accurately and timely.



### **SNAPSHOT #5**

Process 100% of returned certificates (audits) within two business days of receipt. RSMo 36.240

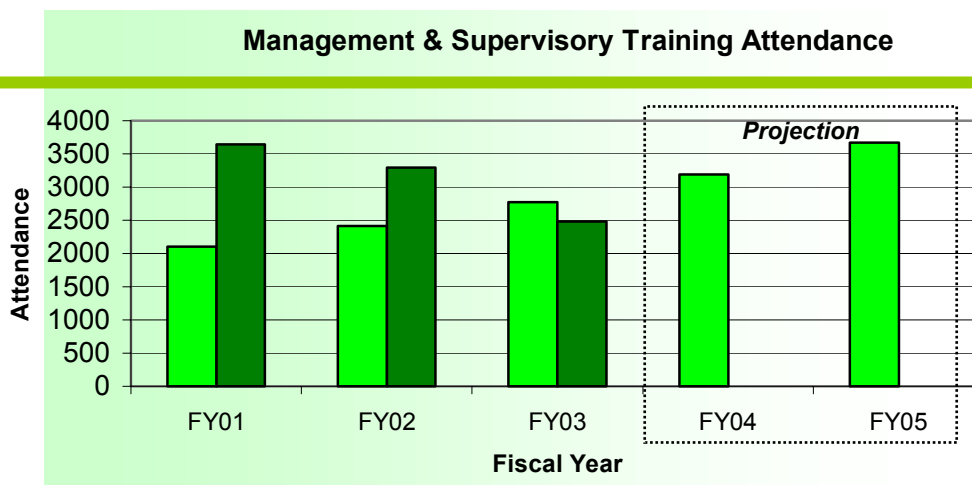
**Importance:** Certificates must be audited and approved quickly, or agencies are delayed in making job offers, potentially losing desirable candidates for state jobs.



### **SNAPSHOT #6**

Increase the number of management and supervisory training attendance as outlined in the Revised Management Training Rule by 15% each year. RSMo 36.510

**Importance:** Management and supervisory training development and delivery will ensure that the State of Missouri effectively manage its programs and services as it continues to address factors that may influence leadership such as retirement.



# Accomplishments

Accomplishments of Division of Personnel staff were numerous in Fiscal Year 2003. Those listed on this page and the next, along with countless others that are not, reflect a sampling of the diverse products and services that state agencies expect and receive each year.



- Approximately 80,700 Employee Status Maintenance Transactions (ESMTs) were processed by the Pay, Leave and Reporting Section
- Nearly 9,000 Certificates of Eligibles (trial and official) were processed by the Certification Unit
- Provided advice and guidance to agency employees, HR professionals and the State Personnel Management Council (SPMC) on Merit System layoff procedures; and ensured that the Rules and Regulations and State Personnel Law was correctly interpreted and applied in layoffs in Merit System agencies
- Implemented the Fiscal Year 2004 Pay Plan effective July 1, 2003; instructed the agencies on processing the General Structure Adjustment; identified the 45,381 employees eligible for the salary increase and provided a file of this information to OA/DIS to be utilized in posting the ESMT salary adjustment transactions to the SAM II system for each affected employee
- Developed the FY 2005 Pay Plan recommendations of the Personnel Advisory Board, including cost estimates and impact of the recommendations
- Added salary range information to approximately 1,000 class specification pages posted on the Internet
- Met with Merit System agencies to discuss recommendations for improving the hiring process
- Published four electronic "Solutions" e-magazines disseminating practical information to help managers develop the best in themselves and in those who work with and for them
- Offered 120 managerial and supervisory development training classes attended by 2006 participants
- Coordinated twelve State Employee of the Month ceremonies
- Developed and launched a new State Employee Suggestion Program entitled, *Missouri Relies on Everyone (MoRE)*. Seventy eight suggestions were submitted and reviewed during the first month of the program
- Coordinated State Employee Recognition Week activities, including a ceremony at the Capitol which recognized employee accomplishments and allowed state agencies to inform the public of the services they provide
- Sponsored the annual Governor's Award for Quality and Productivity which recognized 7 winning agency teams comprised of 74 employees

- Created a Resource and Assistance Center within the Division to provide information and resources for employees affected by layoffs
- Received and processed 95,590 job applications...over 6,000 more jobs than last year
- Combined the Classification and Selections sections, with all personnel analysts being cross trained in both areas to provide better service, increased speed and efficiency to our customers
- Tested over 6,000 applicants
- Reduced the number of written examinations by 24%
- Processed over 2800 classifications
- Allocated 1700 new positions
- Completed 50% of all allocations of new positions within 7 days; 80% were completed within 30 days
- Developed "side by side" internal labor agreement format

### Division Accomplishments



- Provided oversight for the state's response to the State Board of Mediation certification election
- Drafted ground rules for negotiations with state teams that were offered to and accepted by AFSCME with minimal changes
- Organized and conducted grievance and arbitration training for union stewards and division supervisors, managers and directors with the Federal Mediation and Conciliation Service



# Service Delivery *Compared to* Dollars Spent



The Division of Personnel believes in the importance of demonstrating the value and effectiveness of the programs and services each section within the Division provides in relation to the monetary cost of delivering the product or service.

## Employee Services

During FY03, 27,035 individuals submitted 28,402 applications for 95,590 jobs in the Merit System to the Division of Personnel. The salaries for staff providing this service are approximately \$500,147. To determine the cost of serving each client, the division divided the number of applications processed (one application may request consideration for up to five jobs) by the total salary of the staff responsible for this service delivery. Therefore, it is estimated that the cost of serving each client (entering the data into the system, reviewing the applications, classifying the applicants and ranking the applicants as established by the law) cost the state approximately \$5.23.

## Labor Relations

During FY03, 7500 state employees, from 3 bargaining units with whom the state reached a labor agreement ratified three agreements. The cost of providing this service is determined by contrasting the total salaries, \$90,167, against the total number of state employees served. It is therefore estimated that the cost of serving each client is \$12.00.

## Pay, Leave & Reporting

During FY03, five FTE's in this section processed 82,710 transactions. It is estimated that the cost of each transaction was approximately \$1.52. This estimation was based on the total salaries for the 5 FTE's, which totals, \$125,736. Similarly, the section issued 9,078 certificates calculated at \$13.69 per certificate, based on salaries of \$124,266.

## Planning & Development

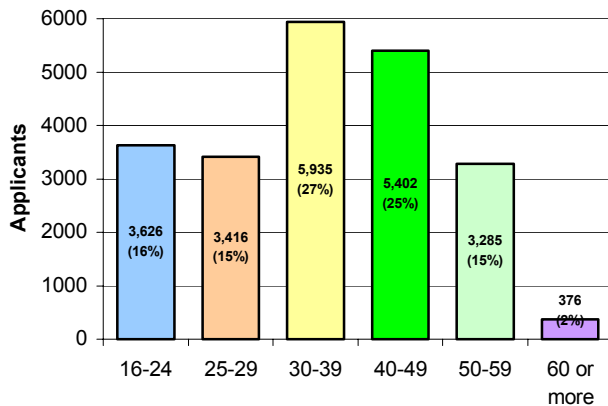
The mandatory training rule requires new managers or supervisors to complete 40 hours of training within their first year in the position and 16 hours of training every year thereafter. The rule ensures that Missouri managers and supervisors are prepared in 24 competencies identified as critical for management development or service delivery.

The Planning & Development unit provides training in most of the competencies to state managers and supervisors at \$60.00 per person. In contrast, a manager or supervisor who receives training from another outside source may expect to pay \$150.00 or more for a similar training program, which may or may not be specific to state government issues or concerns. Therefore, to ensure compliance with the training rule, a manager who uses the services of the Planning & Development section would pay \$240.00 per year, as compared to a manager who attends an outside source, who could expect to pay a minimum of \$600.00 to comply with the training rule.

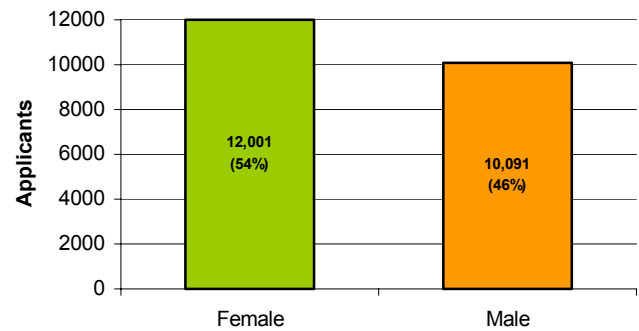
# Applicant Characteristic Survey Results

Applicants using the Merit System Application for Employment submit voluntary information that in no way affects their application. However, the results of the survey help to provide a demographic snapshot of job applicants.

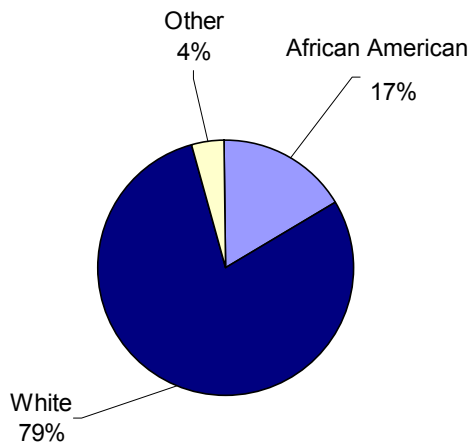
### Applicants by Age Range



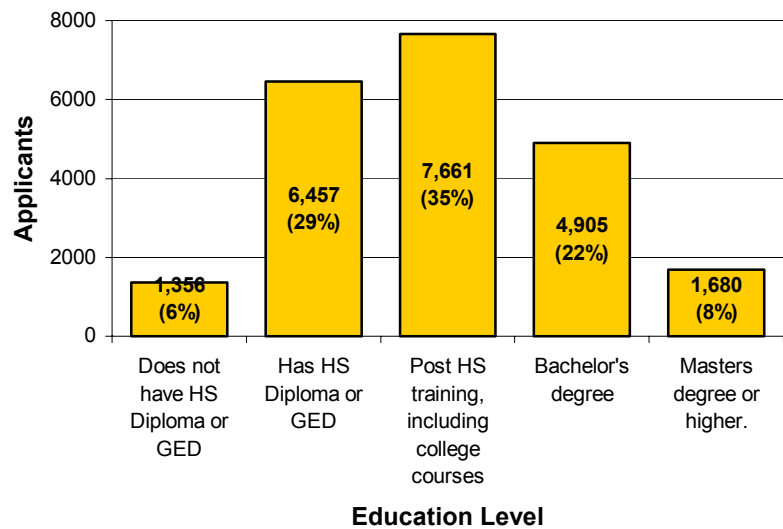
### Applicants by Gender



### Ethnicity of Applicants



### Applicants by Education Level



**Data Based on the Following FY03 Survey Totals:**

Age Range – 22040

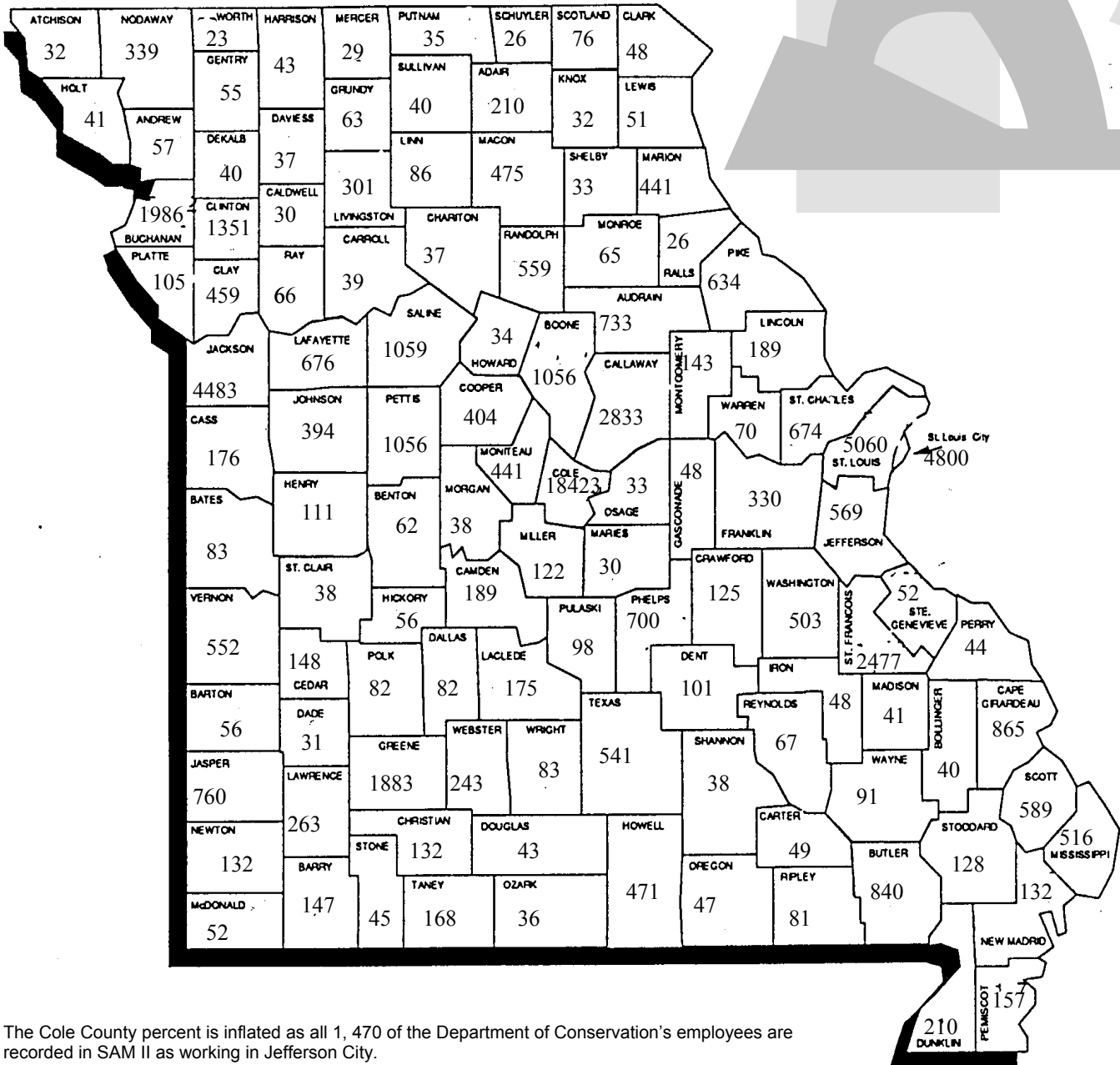
Gender – 22092

Ethnicity – 22049

Education Level – 22059

# Employee Geographic Locator

Fifty percent of all state employees are located in four counties – Cole County (28%), St. Louis County (8%), St. Louis City (7%) and Jackson County (7%).



The Cole County percent is inflated as all 1,470 of the Department of Conservation's employees are recorded in SAM II as working in Jefferson City.

This report included only permanent employees working 50% or more full-time. Only those employees who have valid county information entered in SAM II are included in this report. Accordingly, it is possible that employee counts may vary from other reports.

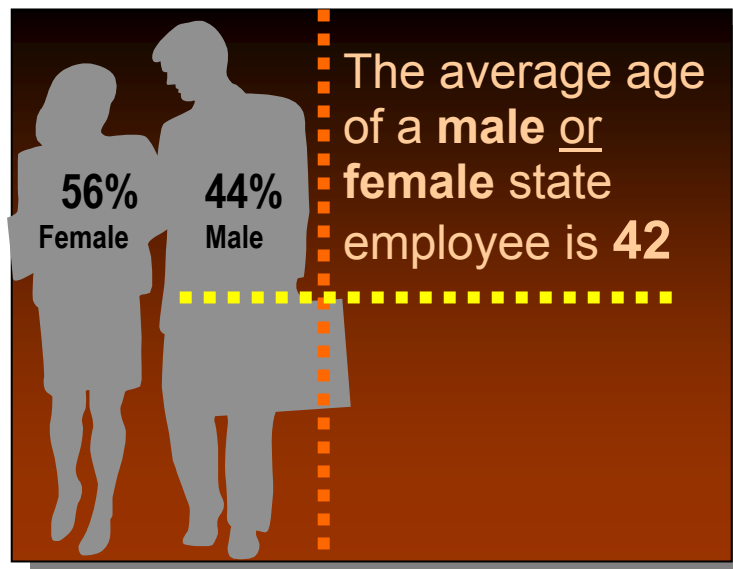
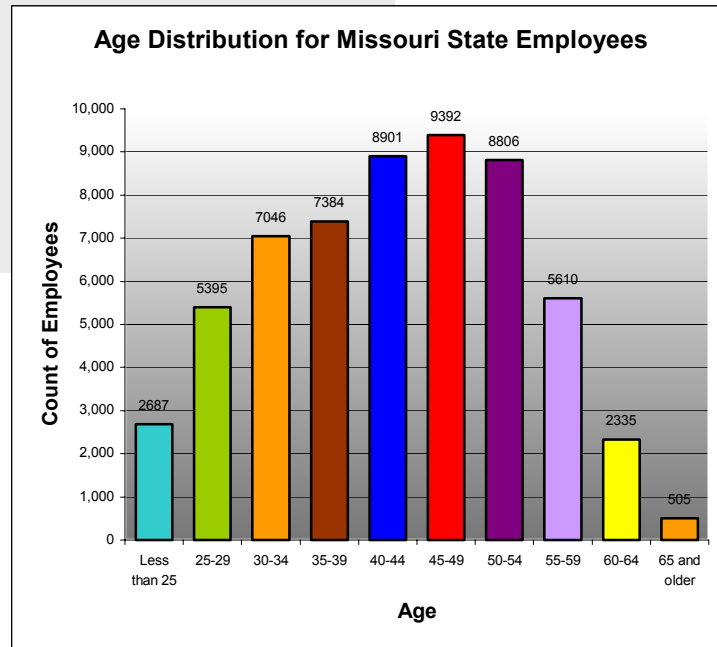


## State Workforce Demographics

# Age

### For Missouri state employees:

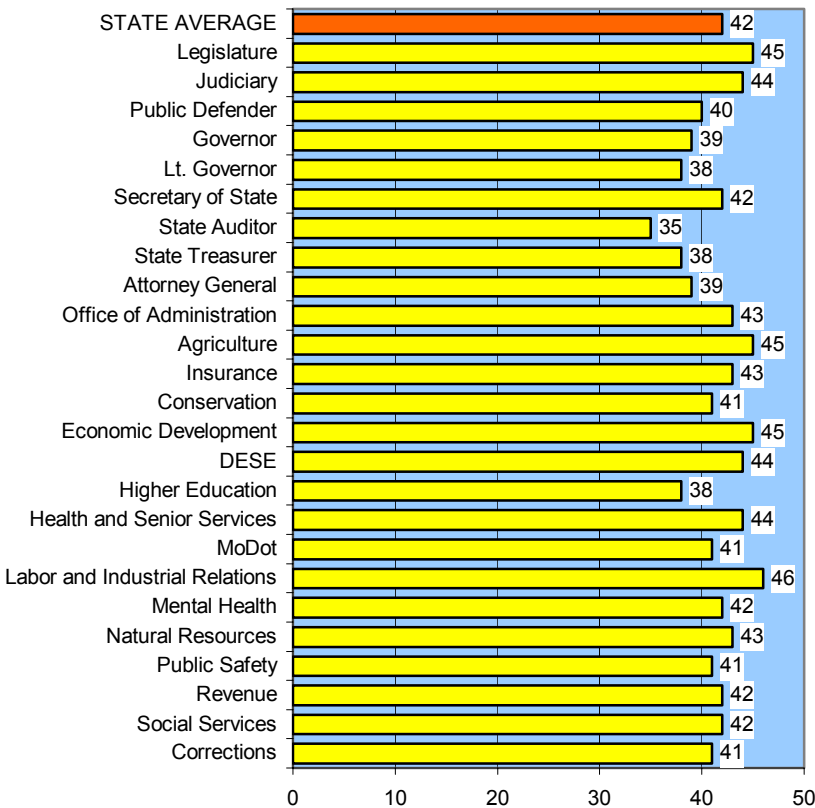
- The average age is 42.
- The most common age is 49.



State Workforce Demographics

# Age

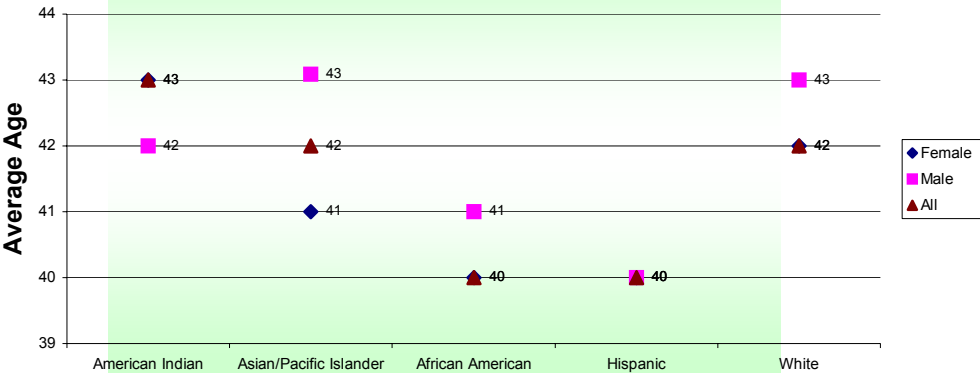
## Average Age of Employees by Agency



### Average Age by Ethnicity

American Indian:	43
Asian/Pacific Islander:	42
African American:	40
Hispanic:	40
White:	42

### Average Age by Ethnicity and Gender



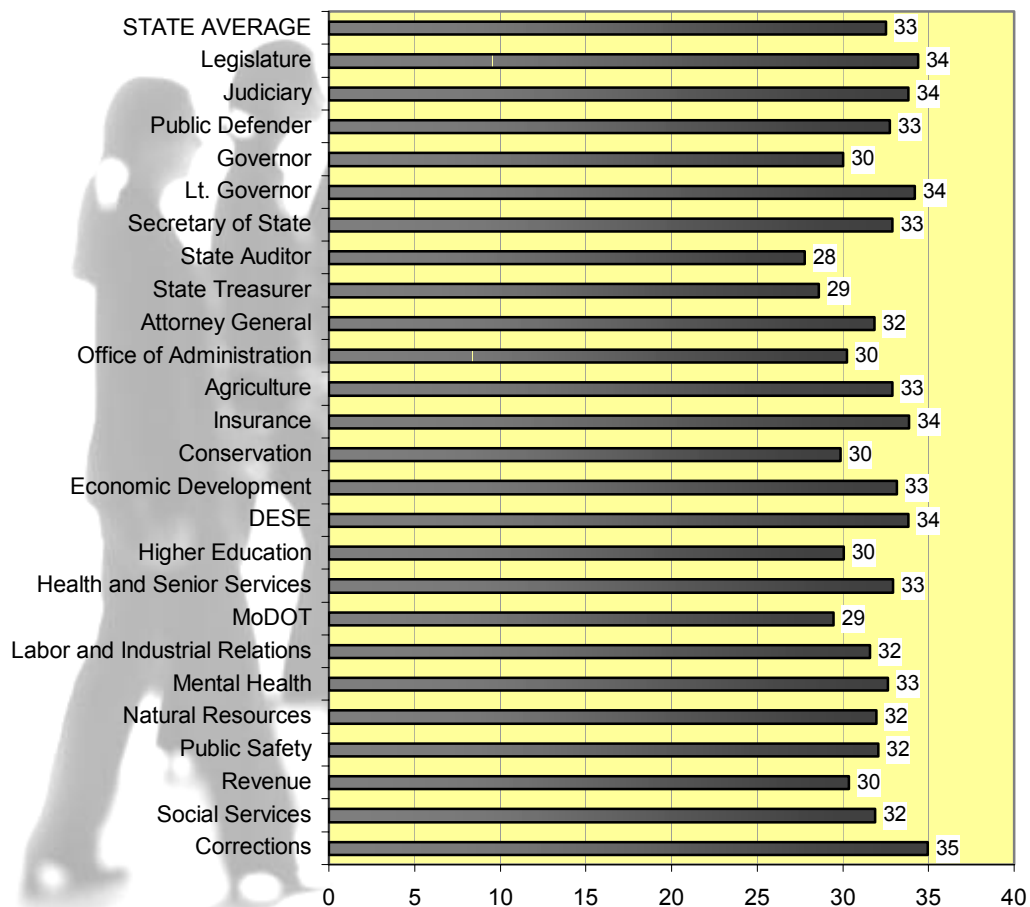
## State Workforce Demographics

# Age

## Beginning State Service

On average, employees begin state service when they are 33 years old.

### Average Entry Age into State Service by Agency



## State Workforce Demographics

## Gender

Employee Gender by Agency					
Agency	Employee Count	Females		Males	
		#	%	#	%
Legislature	611	314	51.4%	297	48.6%
Judiciary	3,308	2,497	75.5%	811	24.5%
Public Defender	514	281	54.7%	233	45.3%
Governor	34	18	52.9%	16	47.1%
Lt. Governor	9	5	55.6%	4	44.4%
Secretary of State	260	182	70.0%	78	30.0%
State Auditor	152	93	61.2%	59	38.8%
State Treasurer	52	38	73.1%	14	26.9%
Attorney General	338	213	63.0%	125	37.0%
Office of Administration	889	416	46.8%	473	53.2%
Agriculture	337	116	34.4%	221	65.6%
Insurance	220	123	55.9%	97	44.1%
Conservation	1,497	352	23.5%	1,145	76.5%
Economic Development	1,360	793	58.3%	567	41.7%
Elem & Sec Education	2,159	1,708	79.1%	451	20.9%
Higher Education	75	60	80.0%	15	20.0%
Health & Senior Services	1,959	1,493	76.2%	466	23.8%
MoDOT	6,307	1,334	21.2%	4,973	78.8%
Labor & Industrial Rel	1,102	732	66.4%	370	33.6%
Mental Health	8,806	6,191	70.3%	2,615	29.7%
Natural Resources	1,790	709	39.6%	1,081	60.4%
Public Safety	4,194	1,805	43.0%	2,389	57.0%
Revenue	2,025	1,500	74.1%	525	25.9%
Social Services	8,645	6,917	80.0%	1,728	20.0%
Corrections	11,595	4,544	39.2%	7,051	60.8%
<b>TOTALS</b>	<b>58,238</b>	<b>32,434</b>		<b>25,804</b>	
<b>PERCENTAGES</b>			<b>55.7%</b>		<b>44.3%</b>

Note: The employee count includes those employed at 50% or greater and who have valid gender information entered in SAM II. Therefore, employee counts as shown may vary slightly from other charts.

State Workforce Demographics

# Ethnicity

The state's workforce is predominately white and female.

All minorities combined total 14% of the state's workforce.

**In Comparison:**

**2002 Missouri  
Population Census  
Information**

- 86% of the state's workforce is white.
- 12.3% of the state's workforce is comprised of African Americans.
- 1.6% of the state's workforce is comprised of Americans of Hispanic, Asian/Pacific Islander and American Indian descent.

White  
84.9%

African American  
11.2%

American Indian  
0.4%

Asian Pacific Islander  
1.2%

Hispanic  
2.1%

**Source:**  
U.S. Department of Commerce  
Bureau of the Census

**Gender and Ethnicity in Managerial Positions:**

*For UCP Broadbanded Classes Only*

Females hold 43% of the positions in the Managerial classes.

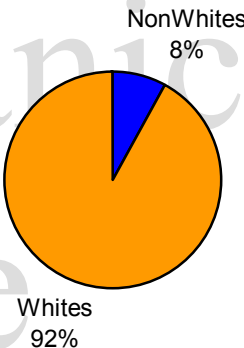
Males hold 56% of the positions in Managerial classes.

African Americans hold 6.6% of the positions in Managerial classes.

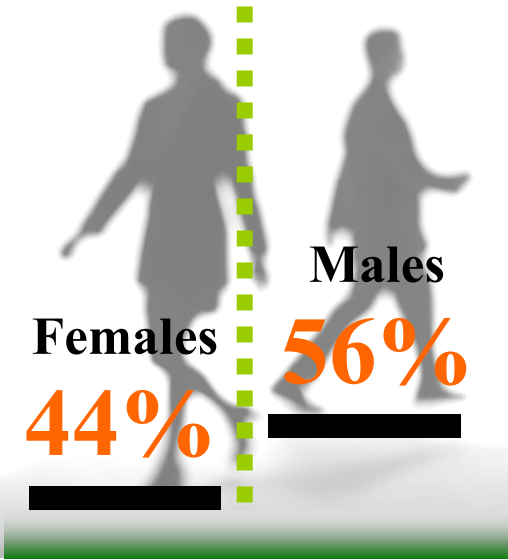
African American females hold 4% of the positions in Managerial classes.

All minorities combined hold 8% of the positions in Managerial classes.

**Ethnicity for UCP Managers**  
(Includes UCP Broadbanded Classes Only)

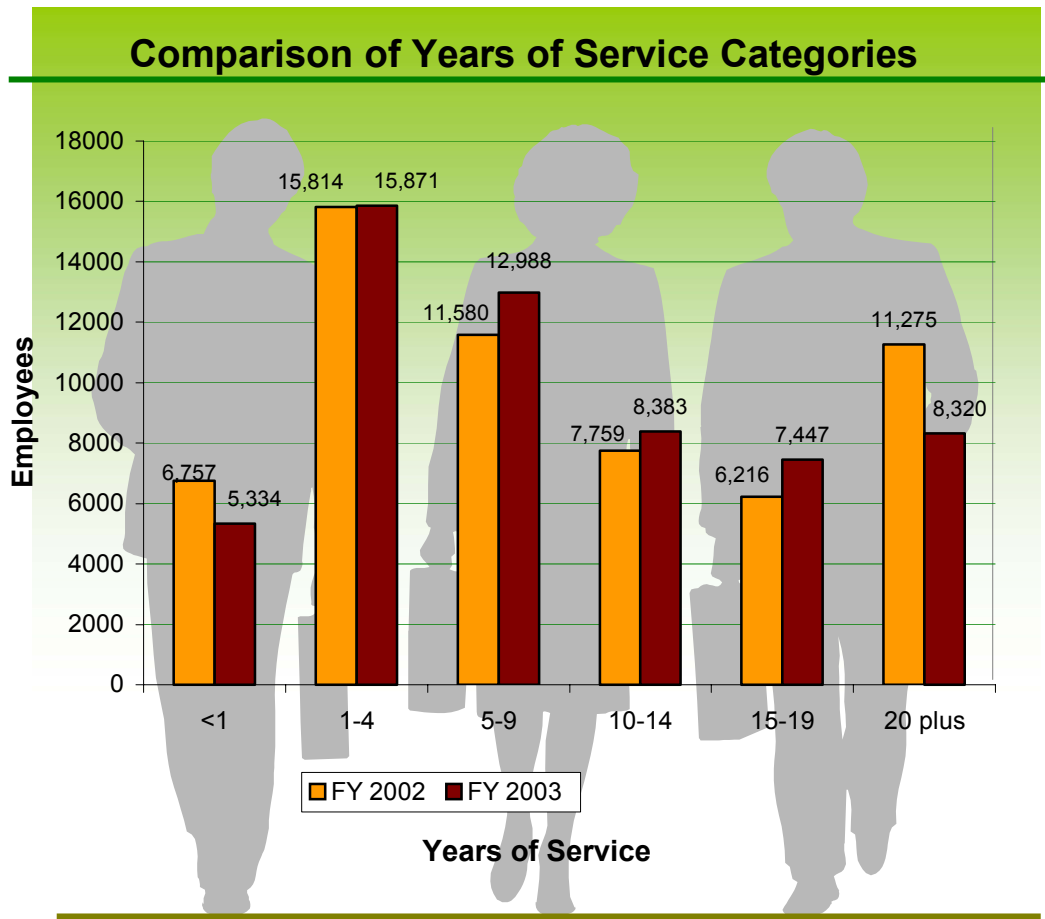


**Gender of UCP Managers**  
(Includes UCP Broadbanded Classes Only)



# Length of State Service

- The average length of state service on 07/01/02 was 10 years.
- The average length of state service on 06/30/03 was 10 years and 3 months.
- Approximately 36% of the workforce has been employed with the state less than 5 years.

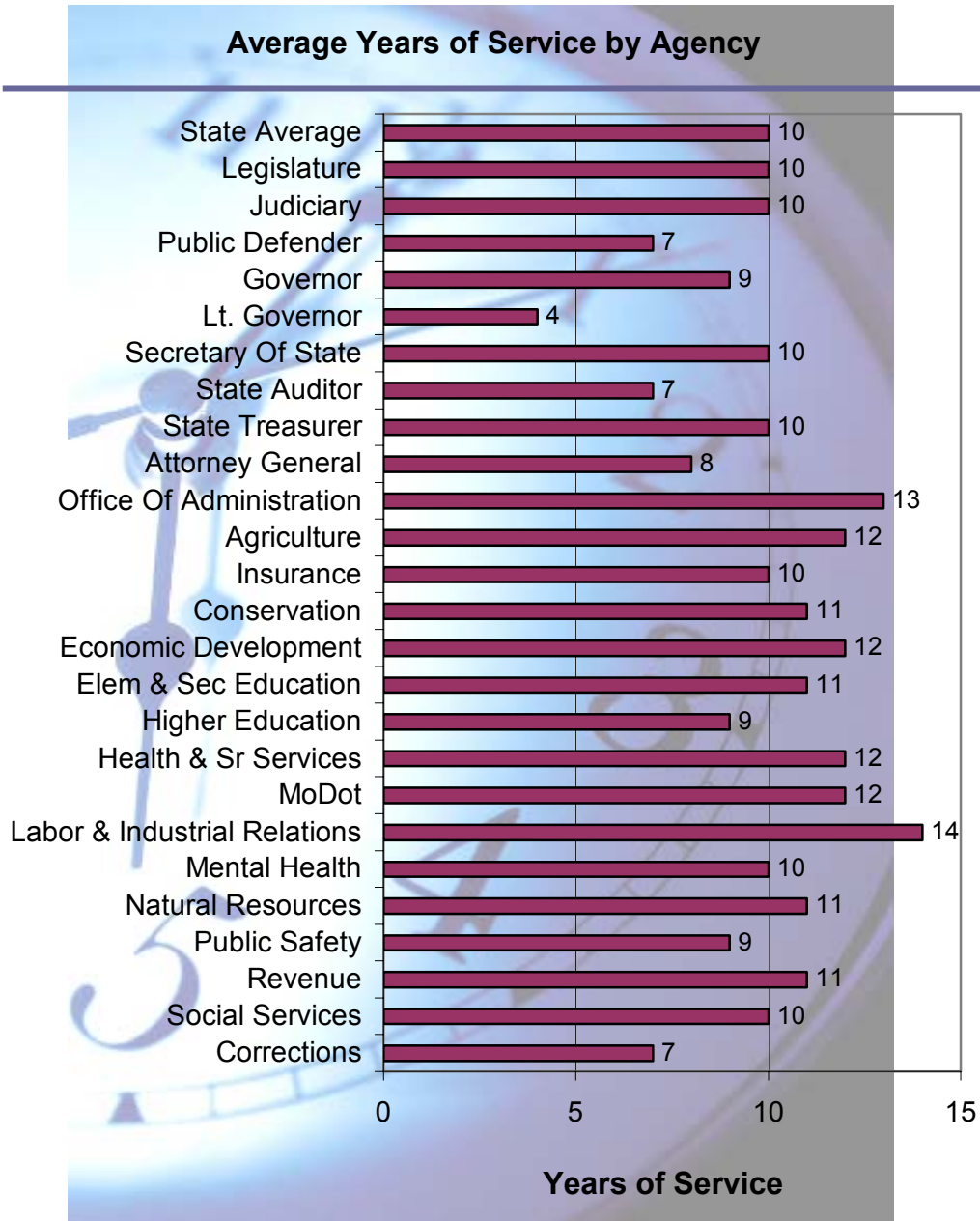


Service data based on the following employee totals:

07/01/02 – 59,401

06/30/03 – 58,343

# Length of State Service



# Pay Systems

**A list of Executive Branch UCP Agencies indicating which agencies or parts of agencies are in the Merit System**

**Office of Administration**  
(Merit)

**Agriculture**

**Corrections** (Merit)

**Health and Senior Services**  
(Merit)

**Insurance**

**Mental Health** (Merit)

**Natural Resources** (Merit)

**Revenue**

**Social Services** (Merit)

**Economic Development**  
(Partially Merit)

Administration

Arts Council

Community and Economic Dev.

Credit Unions

Finance

Housing Development (Merit)

Professional Registration

Public Counsel (Merit)

Public Service Commission

Tourism (Merit)

Women's Council

Workforce Development (Merit)

**Labor and Industrial**

**Relations** (Partially Merit)

Administration Operations (Merit)

Board of Mediation

Commission on Human Rights

Employment Security (Merit)

Governor's Council on Disability

Labor Standards (Partially Merit)

LIR Commission

Workers Compensation

**Public Safety** (Partially Merit)

Adjutant General (SEMA) (Merit)

Adjutant General

Fire Safety

Highway Safety

Liquor Control

Office of the Director

Office of the Director, Capitol Police

(Partially Merit)

Veterans Commission (Merit)

Water Patrol (Merit)

## Uniform Classification and Pay

Missouri state employees are paid under various pay systems relative to their department and job classification. Of the 60,000 employees in the Executive Branch departments, nearly 40,000 (66.4%) are under the Uniform Classification and Pay (UCP) System.

The UCP System was established under Chapter 36, RSMo, and is under the direction of the Office of Administration, Director of Personnel and the Personnel Advisory Board. The UCP System provides for a coordinated classification and compensation policy, which promotes pay equity among participating state departments. A majority of state agencies are already part of the UCP System, or intend to transition to UCP in the future.

## Exclusions

Employees in the Departments of Conservation, Transportation and state colleges and universities, as well as uniformed members of the Highway Patrol are not part of the UCP System.

Members and employees of the Legislative and Judicial Branches and other elected officials are also excluded from the UCP System.

## Snapshot: UCP Status of Executive Branch Agencies

### Existing UCP Agencies

- Office of Administration
- Department of Agriculture
- Department of Corrections
- Department of Health and Senior Services
- Department of Insurance
- Department of Mental Health
- Department of Natural Resources
- Department of Social Services
- Department of Economic Development
- Department of Labor and Industrial Relations
- Department of Public Safety
- Department of Revenue

### Future Integration

**Department of Elementary and Secondary Education\***  
Commission for the Deaf

**Department of Higher Education**  
Coordinating Board for Higher Education

**Department of Public Safety**  
Gaming Commission  
Highway Patrol (Civilian Only)

\*Attorney General Opinion #120-91 indicated that constitutional provisions exempt "professional" employees in DESE from full UCP coverage

### Excluded Agencies

- Department of Conservation
- Department of Transportation
- State Colleges and Universities
- Uniformed members of the Highway Patrol (Public Safety)
- Legislative and Judicial Branches
- Elected Officials

**A comprehensive list of UCP agencies and their Merit System status is listed to the left.**



# Pay Plans

Chapter 36 requires the Director of Personnel to prepare a Pay Plan each year for all classes for recommendation to the Personnel Advisory Board. In establishing pay rates for classes, the Director is to consider the pay needed to recruit for positions, the pay rates for comparable services in public and private employment, living costs and the financial condition of the state.

Chapter 36 also requires the Director of Personnel to prepare and maintain a Position Classification Plan for recommendation to the Personnel Advisory Board. The Position Classification Plan groups positions into classes according to their duties, authorities and responsibilities of the positions, and established class specifications containing the duties and responsibilities for each class. Currently, there are 1,049 classifications in the UCP System.

Each class has an assigned pay range. Job classes with similar levels of duties and responsibilities are assigned the same pay range to maintain equitable relationships among and between classes.

A “market step” representing the targeted, competitive rate of pay is identified for each pay range. Ideally, employees would be paid at or near the market step. Market Progression Within Grade Salary Advancements are recommended each year to bring the salaries of state employees closer to the “market step” for their assigned pay range.

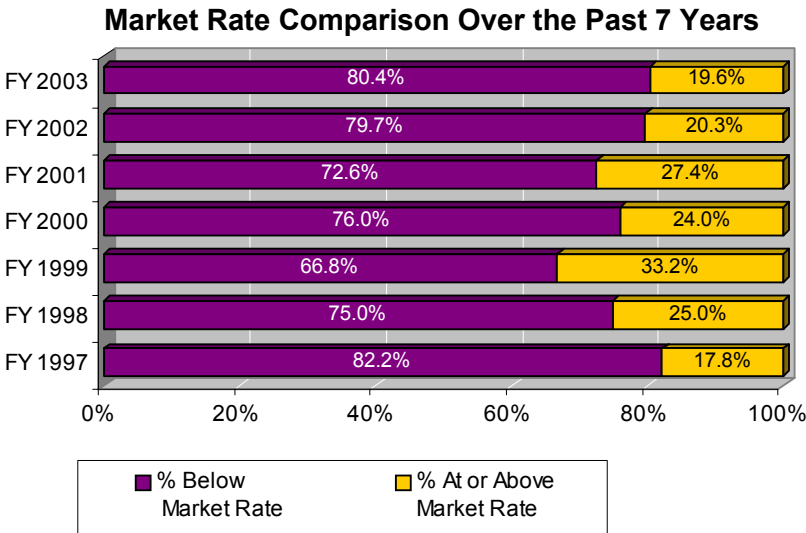
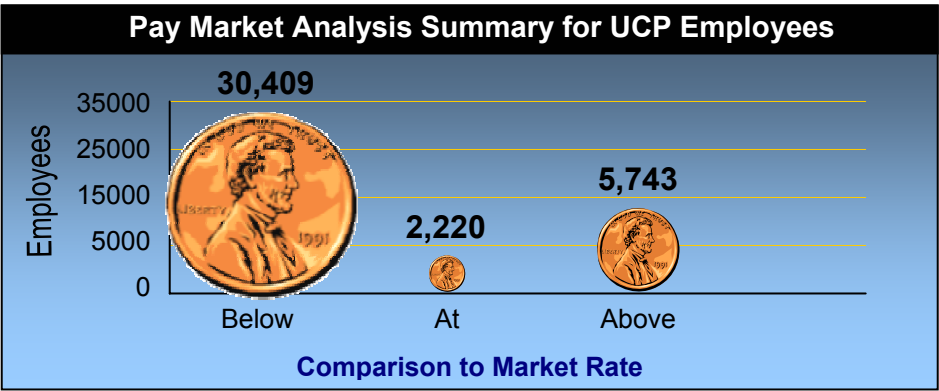
Successive years without an increase in employee’s salaries have compressed the majority of state employees in the lower pay steps on each range.

*“To each of you – thank you so much for all your help with the conversion; I have to say, it went a lot smoother than I would have anticipated; I knew it wouldn’t be perfect but it was close!*

*...I’m pretty sure I heard each of you tell me more than once, it will be okay, it will be fine, we’ll get there together, just call me, etc. and I think those encouraging words made a difference.*

*Just thought you should know how much I appreciated each of you. All that hard work deserved recognition and didn’t want you to think we didn’t notice.”*

*Vicky Toebben,  
Personnel Officer,  
Department of Health and  
Senior Services*



# Employee Pay

Pay Distribution of Employees by Agency as of July 1, 2003

*\*An error was identified and corrected on 11/5/03*

Agency and Employee Count		\$10000- \$19999	\$20000- \$29999	*\$30000- \$39999	\$40000- \$49999	\$50000- \$59999	\$60000- \$69999	\$70000- \$79999	\$80000- \$89999	\$90000- \$99999	Greater Than \$100000
Legislature	592	25	112	312	75	37	21	8	1	1	0
Judiciary	3,058	20	1,598	494	466	47	27	6	3	216	181
Public Defender	499	9	93	200	39	134	12	5	4	1	2
Governor	34	1	8	7	6	6	0	1	1	3	1
Lt. Governor	8	0	4	2	0	1	0	1	0	0	0
Secretary of State	253	13	125	76	19	12	0	6	1	1	0
State Auditor	150	0	17	68	25	15	15	5	3	2	0
State Treasurer	43	1	17	13	4	3	2	2	0	1	0
Attorney General	322	9	99	81	60	32	16	15	3	4	3
Office of Administration	877	39	312	224	136	100	36	15	7	6	2
Agriculture	328	4	140	120	41	12	4	5	1	1	0
Insurance	216	14	51	54	27	12	22	24	10	1	1
Conservation	1,487	40	441	494	324	142	22	16	6	1	1
Economic Development	1,343	36	394	485	221	137	34	23	4	7	2
Elem & Sec Education	1,174	95	376	379	242	62	11	1	6	0	2
Higher Education	75	0	22	25	11	8	5	0	4	0	0
Health & Senior Services	1,920	101	515	772	345	116	51	4	9	4	3
MoDOT	6,284	5	2,342	2,271	1,069	375	144	34	31	4	9
Labor & Ind. Rel.	1,042	28	370	355	152	65	14	26	19	13	0
Mental Health	8,554	2,965	3,336	1,166	714	205	57	24	7	14	66
Natural Resources	1,728	76	509	633	359	119	16	8	4	4	0
Public Safety	4,129	717	1,169	1,388	508	229	87	24	3	3	1
Revenue	1,965	277	990	386	188	81	26	6	5	5	1
Social Services	8,459	476	5,398	2,073	338	106	43	14	6	3	2
Corrections	11,536	571	8,281	2,338	237	67	29	10	2	1	0
<b>Employees by Salary Level</b>		<b>5,522</b>	<b>26,719</b>	<b>14,416</b>	<b>5,606</b>	<b>2,123</b>	<b>694</b>	<b>283</b>	<b>140</b>	<b>296</b>	<b>277</b>
<b>% of Employees by Salary Level</b>		<b>9.8%</b>	<b>47.6%</b>	<b>25.7%</b>	<b>10.0%</b>	<b>3.8%</b>	<b>1.2%</b>	<b>0.5%</b>	<b>0.2%</b>	<b>0.5%</b>	<b>0.5%</b>
<b>Cumulative Totals by Salary Level</b>		<b>5,522</b>	<b>32,241</b>	<b>46,657</b>	<b>52,263</b>	<b>54,386</b>	<b>55,080</b>	<b>55,363</b>	<b>55,503</b>	<b>55,799</b>	<b>56,076</b>
<b>Cumulative % by Salary Level</b>		<b>9.8%</b>	<b>57.5%</b>	<b>83.2%</b>	<b>93.2%</b>	<b>97.0%</b>	<b>98.2%</b>	<b>98.7%</b>	<b>99.0%</b>	<b>99.5%</b>	<b>100.0%</b>

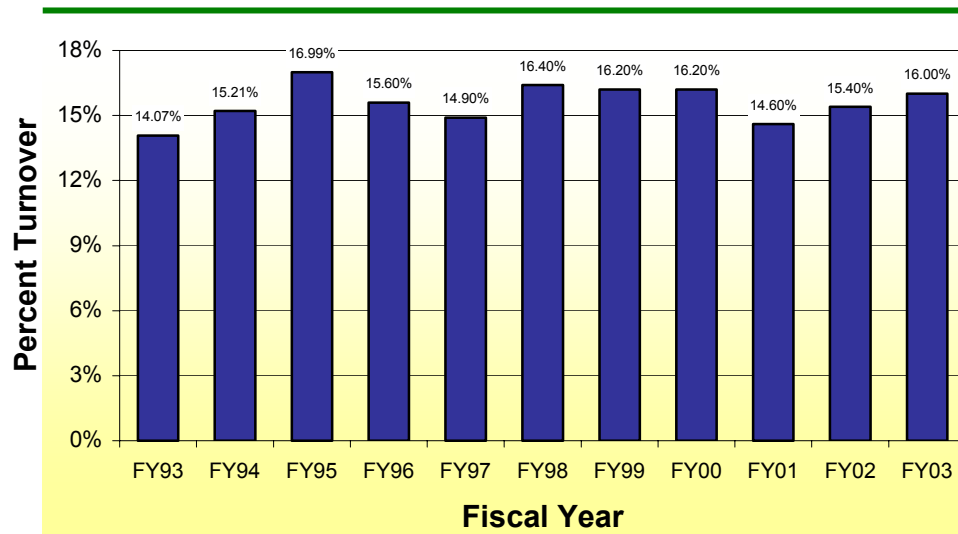
*Based on full-time (100% FTE), salaried, permanent employees*

# Turnover

In FY03, approximately 8,557 employees left their job for various reasons. In analyzing turnover statistics, the following observations can be made:

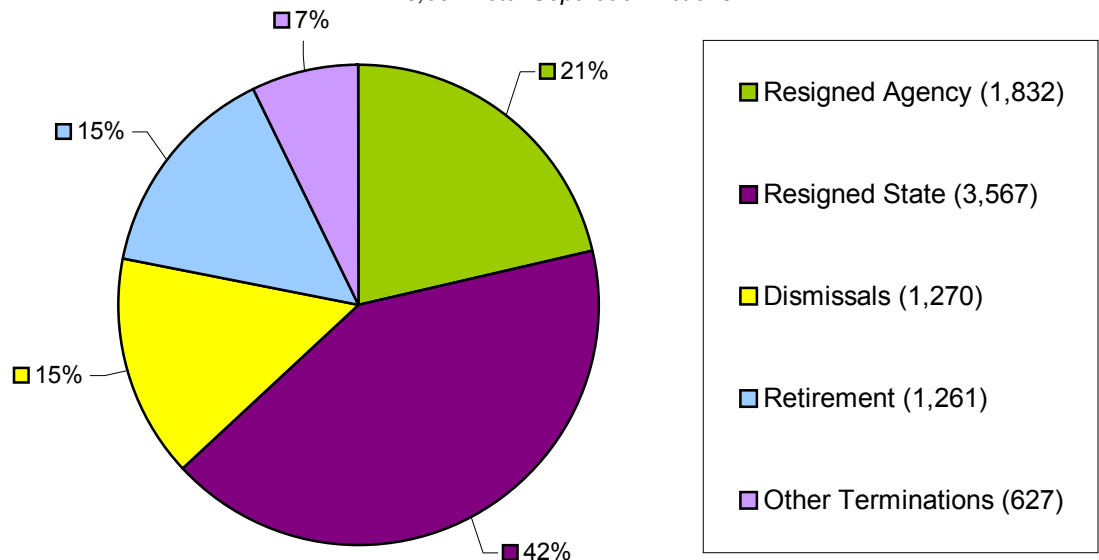
- Most resignations occur within the first five years of state service.
- The reason most often given by employees who leave their job is “accepted other employment.”
- In the past ten fiscal years, employee turnover has remained between 14% and 17%.

**Executive Branch Employee Turnover  
Fiscal Year 1993 - 2003**



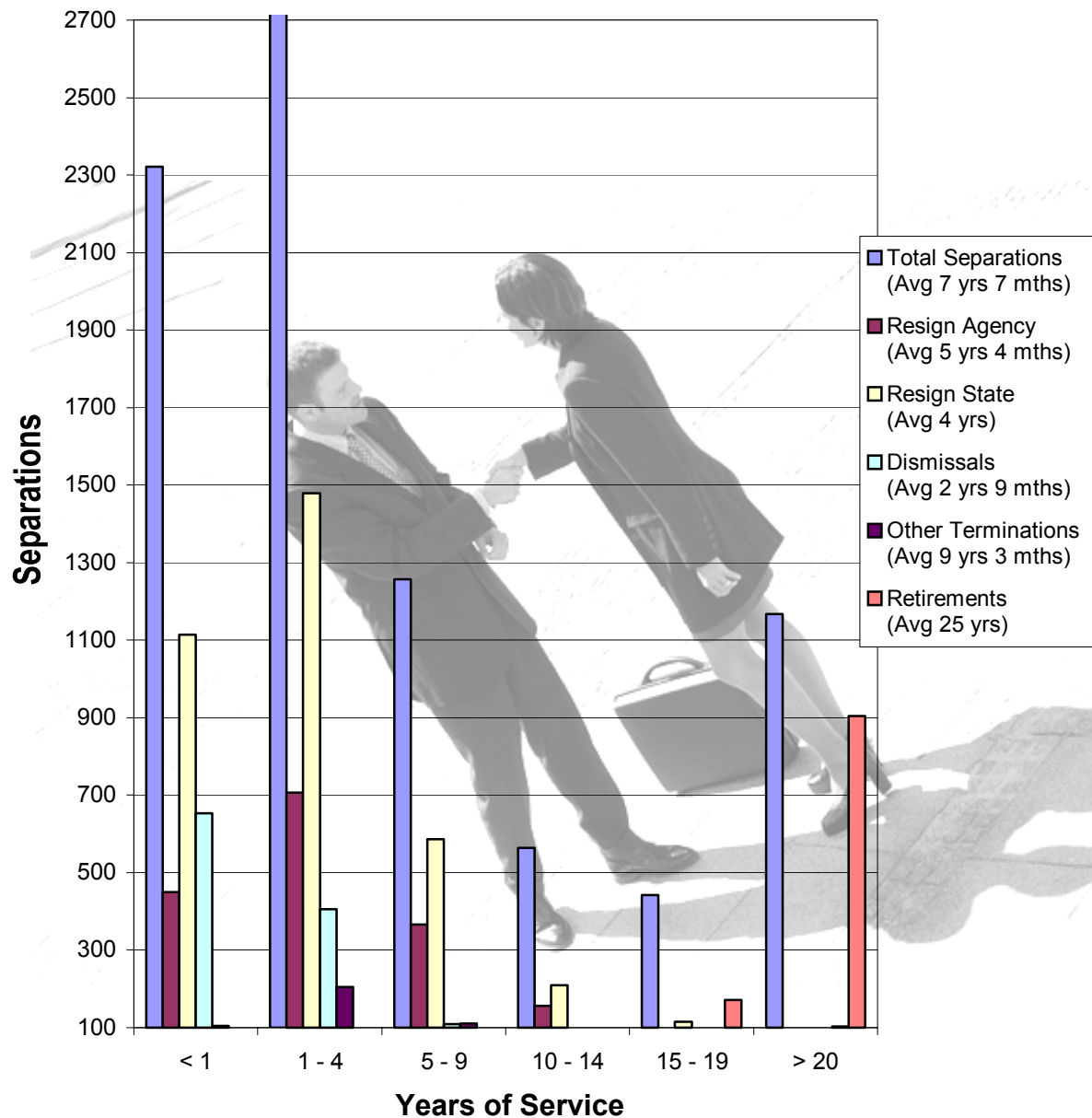
**Turnover Percentages by Personnel Actions in FY03**

*8,557 Total Separation Actions*



# Turnover

## Turnover Category by Years of Service



**Resign Agency** indicates the employee resigned from one agency to accept employment with another agency.

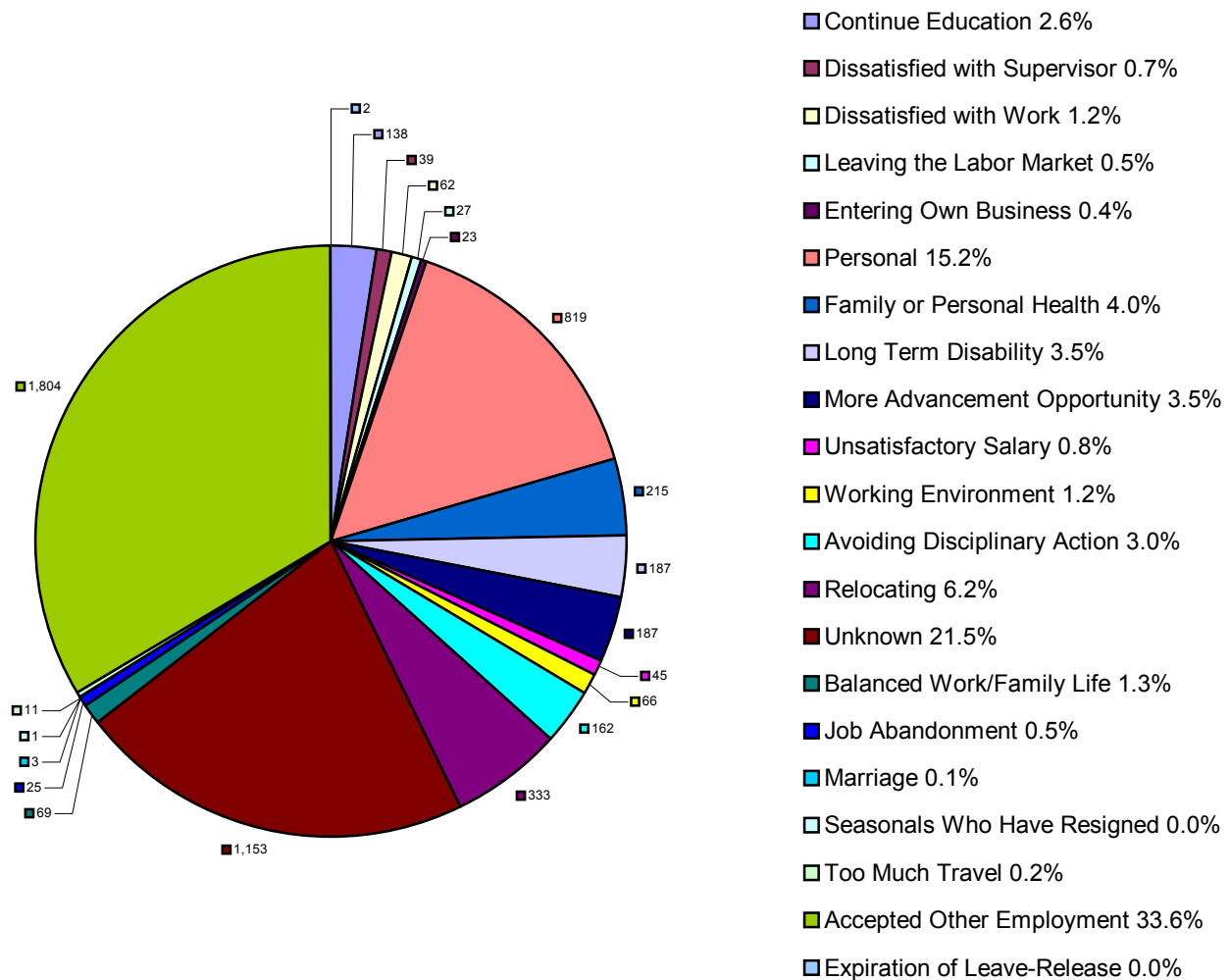
**Resign State** indicates the employee resigned from state government entirely.

**Other Terminations** indicate separation reasons as End of Appointment, End of Term, Layoff, Deceased, etc.

Data applies to full-time ( $\geq 50\%$  FTE), "permanent" employees only, as entered in the SAM II HR/Payroll System

# Turnover

## Voluntary Turnover by Personnel Action Reason



Voluntary Turnover represents those actions entered with a Resign Agency (RESAG) or Resign State (RESST) Personnel Action Code in SAM II by the respective agency. The agency has the option to enter an "unknown" code in SAM II, accounting for the large percentage in the Unknown Category.

# Layoffs

## Affected Employees by Agency

In FY 03, the sagging economy and a reduction in budget allocation for personnel services compelled Executive Branch agencies to reduce staff through the use of layoffs.

When layoffs were required in Merit System agencies, Division of Personnel staff provided the structure and guidance needed to ensure that the Rules and Regulations of the Personnel Advisory Board and State Personnel Law were correctly interpreted and applied.

*"I had an employee who is being laid off take a special exam today. Vicki was assigned to coordinate the scheduling of this exam.*

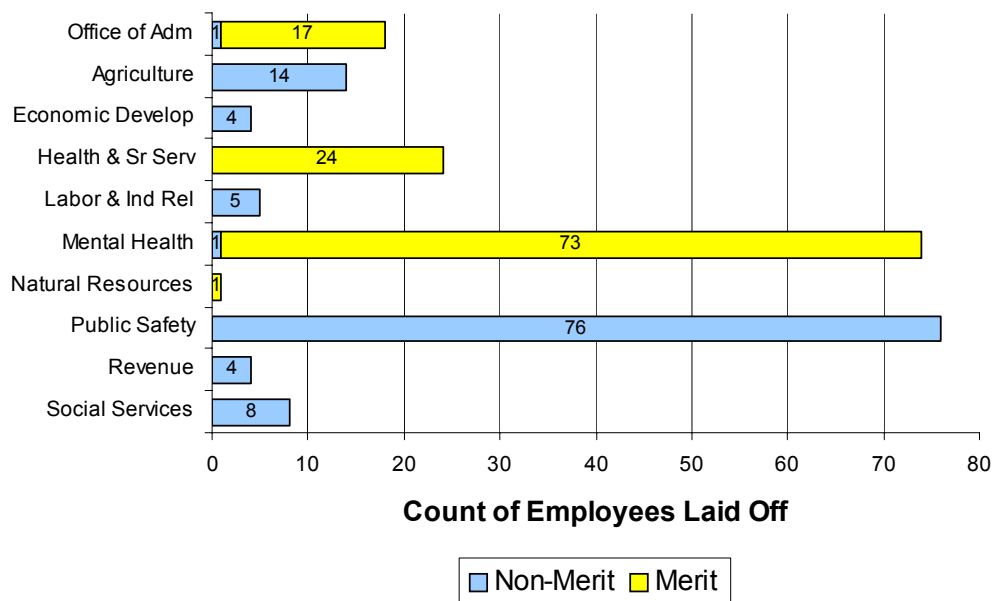
*I just heard from my employee who said that Vicki was exceptionally nice and helpful to her this morning. She wanted to be sure to let me know and I, in turn, would like to pass her message along to you.*

*Vicki, it is so wonderful to have people like you who really make a very difficult time a little less stressful.*

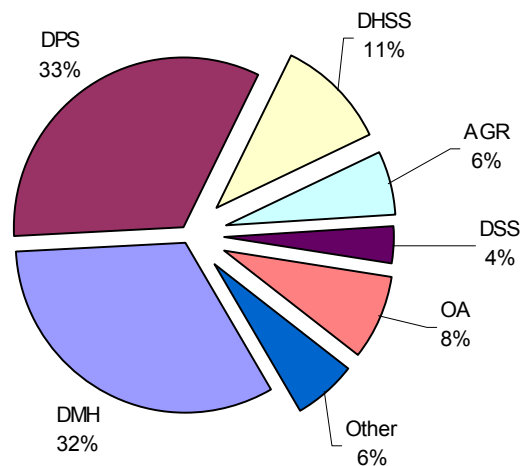
*Doug (Smentkowski), As always, thank you for being so willing to help as much as you can. You were of great assistance last year to DED when we were going through this process and again this year. Thank you very much."*

*Sarah Schuette,  
HR Manager  
Department of Economic  
Development*

**Merit and Non-Merit Layoffs by Agency**  
Based on a Total of 228 Layoffs  
From December 31, 2002 - July 2, 2003



**Percent of Layoffs by Agency**

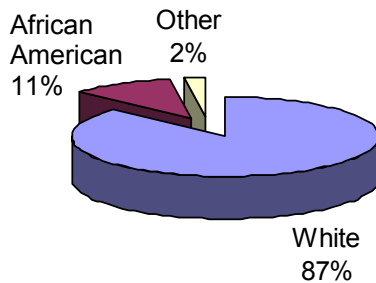


# Layoffs

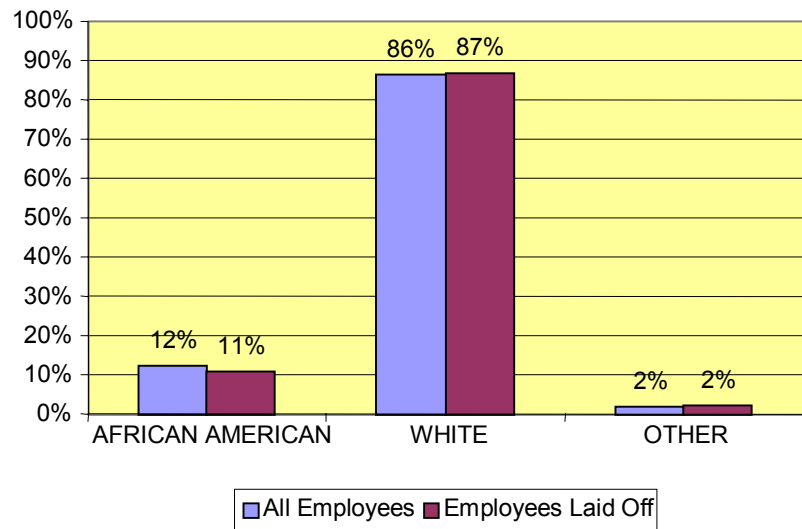
## Ethnicity and Gender of Employees Affected by Layoff

The majority of layoffs were white with an equal split between male and female. The percentage of layoffs by ethnicity mirrors the ethnic representation in the employee population.

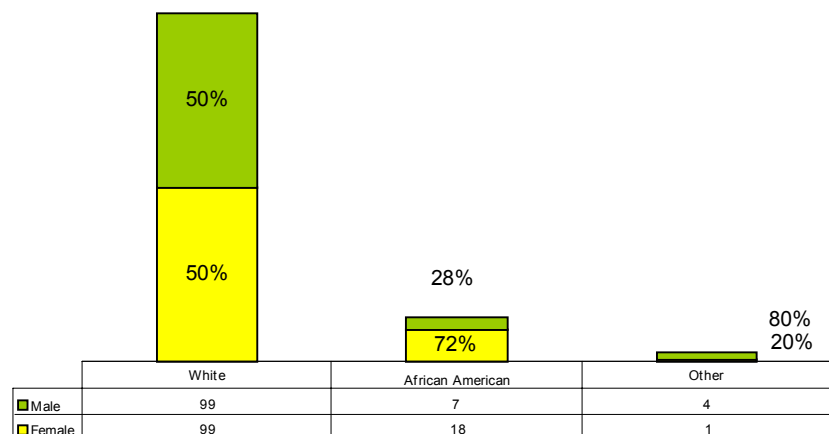
**Percent of Layoffs by Ethnicity  
Based on a Total of 228 Layoffs  
From December 31, 2002 - July 2, 2003**



**Ethnicity Comparison  
Percent of All Employees vs Employees Laid Off**



**Gender Percent by Ethnicity  
Based on a Total of 228 Layoffs  
From December 31, 2002 - July 2, 2003**



# Layoffs

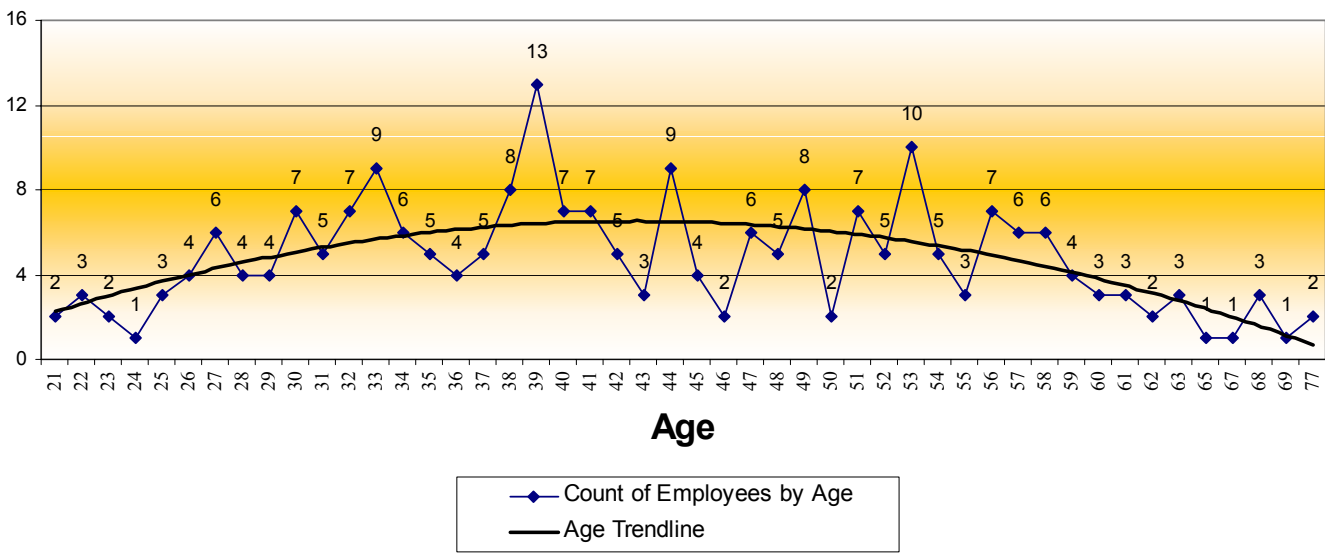
## Age of Employees Affected by Layoff

As the following charts indicate, employees from all ages were affected by layoffs.

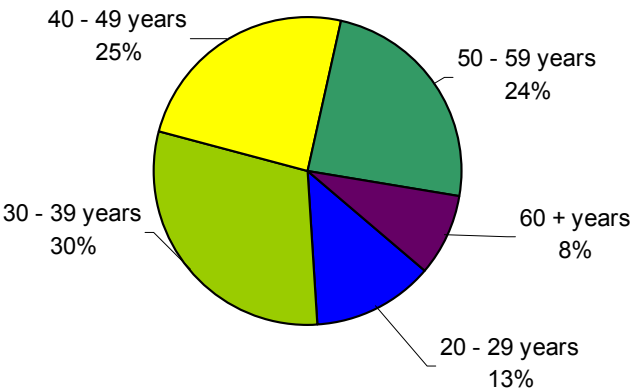
The average age of a laid off employee was 43.

The most common age of a laid off employee was 39.

**Employees by Age**  
**Based on a Total of 228 Layoffs**  
**From December 31, 2002 - July 2, 2003**



**Percent of Layoffs by Age Range**  
**Based on a Total of 228 Layoffs**  
**From December 31, 2002 – July 2, 2003**





# Retirements

Employees Eligible for Retirement by Agency and Year  
MOSERS Information as of June 30, 2003

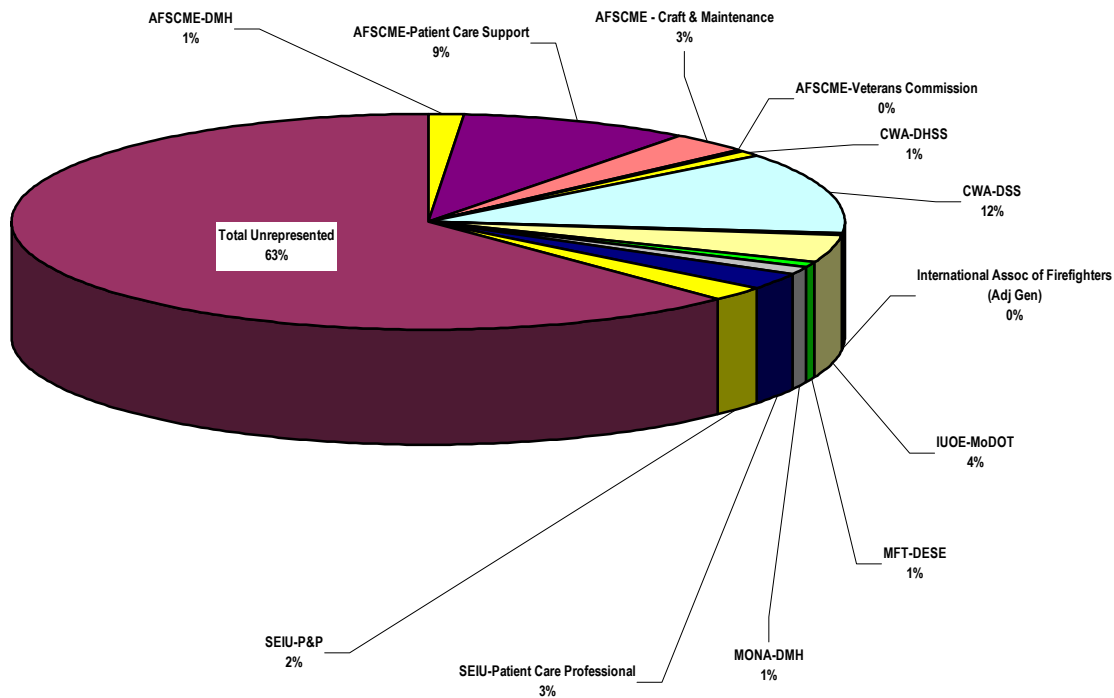
Agency	Year Eligible for Retirement					Grand Total
	2003*	2004	2005	2006	2007	
Corrections	539	240	262	297	358	1,696
Social Services	769	227	257	262	267	1,782
Revenue	180	73	63	62	71	449
Public Safety	106	55	64	57	70	352
Natural Resources	152	63	57	63	69	404
Mental Health	740	260	260	286	314	1,860
Labor and Industrial Relations	163	41	55	52	55	366
Health and Senior Services	208	69	61	84	73	495
Higher Education	27	11	9	14	8	69
Elementary and Secondary Education	178	70	66	69	88	471
Economic Development	211	61	58	53	69	452
Conservation	106	49	51	55	44	305
Insurance	18	2	10	7	6	43
Agriculture	55	11	9	11	10	96
Office of Administration	90	39	40	41	25	235
Attorney General	7	5	7	8	5	32
State Treasurer	1	1	0	2	3	7
State Auditor	7	0	2	1	4	14
Secretary of State	25	5	6	15	3	54
Lt. Governor	0	0	0	1	0	1
Governor	1	0	0	0	2	3
Public Defender	15	4	6	5	10	40
Judiciary	267	73	78	89	88	595
Legislature	56	20	15	15	24	130
<b>Grand Total</b>	<b>3,921</b>	<b>1,379</b>	<b>1,436</b>	<b>1,549</b>	<b>1,666</b>	<b>9,951</b>

\*2003 count includes active employees with eligible retirement dates prior to June 30, 2003.

# Labor Relations

During FY03, the Division of Personnel continued to assume the lead role as Chief Negotiator in collective bargaining. At the end of FY 03, bargaining units represented nearly 20,000 employees, or approximately 37% of the state's workforce.

## Percentage of Executive Branch Employees Represented by Unions

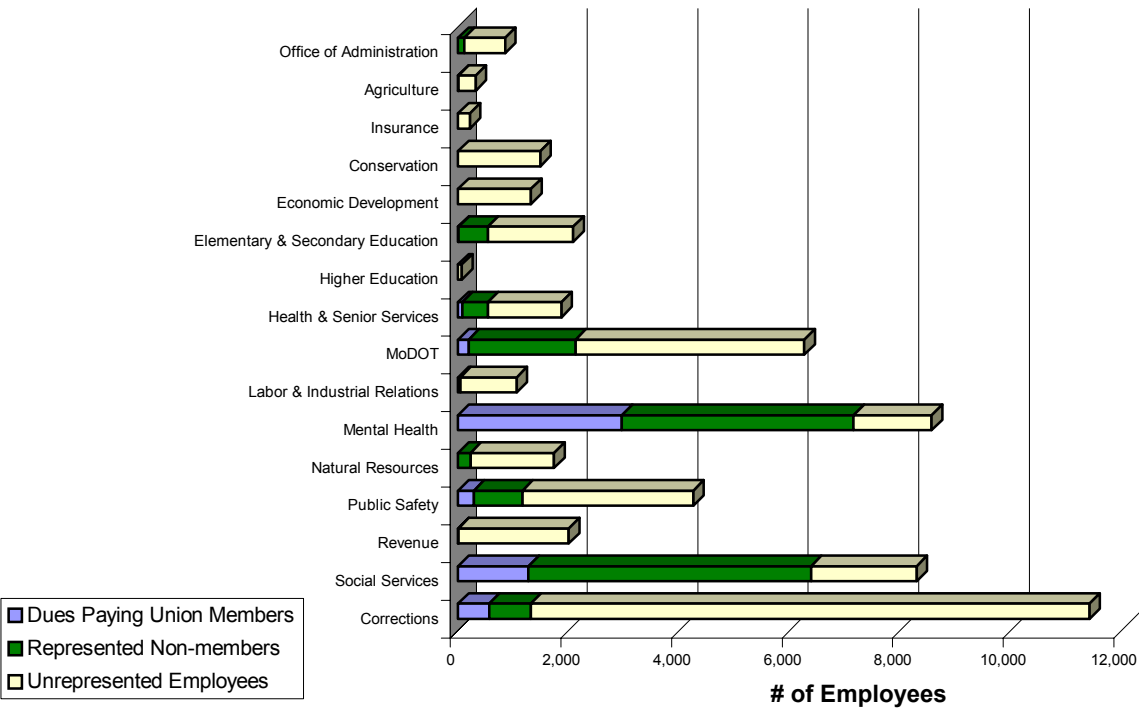


### Legend:

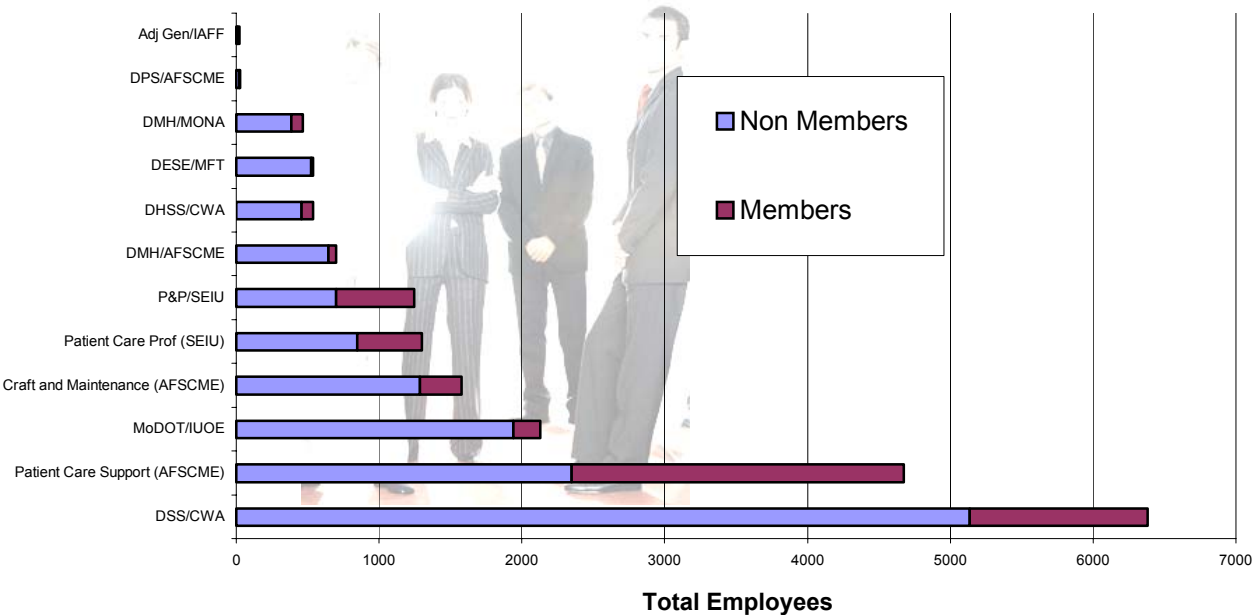
<b>AFSCME</b>	American Federation of State, County and Municipal Employees
<b>CWA</b>	Communication Workers of America
<b>IAFF</b>	International Association of Firefighters
<b>IUOE</b>	International Union of Operating Engineers
<b>MFT</b>	Missouri Federation of Teachers
<b>MONA</b>	Missouri Nurses Association
<b>SEIU</b>	Service Employees International Union

# Labor Relations

## Distribution of Union Representation and Membership by Executive Branch Department



## Membership by Bargaining Unit



# Professional Development

*Chapter 36 prescribes that the Division of Personnel will develop, initiate and implement a central training program for executive, managerial and supervisory development in Missouri state government.*

The Management Training Rule (1 CSR20-6.010) prescribes guidelines and standards for training management and supervisory staff in state government (other than elective offices and institutes of higher learning). The Training Rule provides a framework for developing and maintaining 24 specific leadership competencies consistent with the mission of each department and specific job responsibilities of each employee.

A new supervisor or manager is required to complete a minimum of 40 hours of training within his or her first year in the position; and thereafter, take at least 16 hours of continuing competency-based training each year.

Throughout FY03, the Division of Personnel's Planning and Development Section offered approximately 30 unique training programs; each centered on the development of one or two specific leadership competencies.

In total, 120 managerial and supervisory development training classes were presented by the Division of Personnel and attended by 2006 participants.

In addition to in-house training programs offered by the Division of Personnel, the State of Missouri is also a member of the **Institute for Management Studies (IMS)**. IMS is an international not-for-profit educational and professional development organization, which offers one specialized training program each month in Kansas City and St. Louis conducted by leading practitioners, authors and authorities in the area of management. IMS sessions offer the opportunity for public administrators to participate and interchange with their professional counterparts in the private sector.

The Division of Personnel also publishes an on-line magazine, aptly named *Solutions*, which disseminates practical information to help managers develop the best in themselves and in those who work with and for them.

## Division of Personnel Training Classes Offered in FY03

- Balancing Work and Home
- Basic Supervision
- Bringing Out the Best in Others
- Building A Foundation of Trust
- Challenges at the Heart of the Organization
- Challenges of Managing the Workforce
- Communication Skills for the Manager
- Employee Performance Planning and Appraisal
- Forward Thinking
- Giving and Receiving Constructive Feedback
- Giving Recognition
- Handling Emotions Under Pressure
- Helping Your Team Manage Customer Expectations
- Improving Your Interviewing Skills
- Influencing for "Win-Win" Outcomes
- Integrating New Employees
- Launching and Refueling Your Team
- Manager's Role In Career Development
- Managing Change
- Managing Multiple Projects
- Motivation in State Government
- Moving from Conflict to Collaboration
- Presentation Skills for the Non-Presenter
- Preventing Sexual Harassment
- Proactive Listening
- Raising Difficult Issues with Your Team
- Redirecting Employee Performance
- Supervisory Liability
- Working Together



# Employee Recognition Programs

The Division of Personnel proudly coordinates three distinct programs designed to recognize and reward the creativity, ingenuity and dedication of state employees.

## The **MoRE** Program

A new **Missouri State Employee Suggestion Program**, entitled *Missouri Relies on Everyone* (MoRE), was initiated in FY03 to provide state employees with a venue to submit their ideas, suggestions or recommendations on how to improve customer service, reduce cost and/or generate revenues, and improve work processes. The Program also provides a way to identify, recognize and reward the ingenuity and commitment to excellence of state employees for their suggestions.

The first opportunity to submit ideas to the MoRE Program was held during the period of April 21 – May 9, 2003. During this time, 78 employee suggestions were submitted to the Division of Personnel. A review team selected 4 employee suggestions to receive monetary awards of \$75.00. Many of the other 78 employees received Certificates of Recognition.

## THE GOVERNOR'S AWARD FOR QUALITY AND PRODUCTIVITY

The Governor's Award for Quality and Productivity is an annual award designed to recognize outstanding accomplishments of state government employee work teams.

A selection committee of state executives evaluates each nomination and utilizes a consensus method to select the winning teams using the criteria: better use of resources; exemplary customer service; teamwork; process improvement; diversity and innovation.

## State Employee of the Month

The Division of Personnel assumed the administrative duties for the State Employee of the Month Program in 1990. All departments and offices of elected officials may submit the name of their winning Department/Agency Employee of the Month for State Employee of the Month consideration. Twelve state employees are selected as Employee of the Month each year.

### July 02 – June 03 State Employees of the Month

**Mary Ann Demyers**, Department of Social Services  
**Jean Major**, Department of Elementary and Secondary Education  
**Dave Mosby**, Department of Natural Resources  
**Larry Fuhr**, Department of Corrections  
**Dennis Schmitz**, Department of Health and Senior Services  
**Brenda Gieck**, Department of Social Services

**Ann Hall**, Department of Health and Senior Services  
**Cherlyn Hain**, Department of Elementary and Secondary Education  
**Barbara Bastin**, Department of Social Services  
**Matthew Hankins**, Department of Labor and Industrial Relations  
**Timothy Thorn**, Department of Natural Resources  
**Brad Harris**, Department of Natural Resources

### MoRE Monetary Award Recipients

"Turn down the water temperature of the Hot Water Dispensers located in the Truman Building kitchens. If these were turned down to 120 or 130 degrees, it would conserve on the electric a great deal."

**Jayne Prater**  
 Department of Revenue

"Eliminate the use of money amounts in many preprinted (CTG) letters and use a fee chart instead."

**Sue Hafley**  
 Department of Revenue

"Work with the Department of Agriculture to provide information to dog breeders regarding their responsibility to charge sales tax to individuals who purchase dogs, not just other breeders."

**Anita Buddemeyer**  
 Department of Revenue

"Investigate decreasing the cost of garbage disposal within the Department of Corrections Institutions by developing worm farms."

**C.J. Cornelius**  
 Department of Corrections

### Governor's Award Winners

**Dump Truck Disposal Management Team**  
 Department of Transportation

**Custodial Parent Locate Project Team**  
 Department of Social Services

**Missouri Results Initiative Child Support Holds Team**  
 Department of Social Services

**Procurement Improvement Team**  
 Department of Labor and Industrial Relations  
 Office of Administration

**Work Opportunity and Welfare-to-Work (WOTC) Team**  
 Department of Economic Development

**Risk Management Team**  
 Office of Administration

**Carrier 1 Stop Charter Team**  
 Department of Revenue  
 Department of Natural Resources  
 Department of Transportation  
 Department of Economic Development  
 Department of Public Safety  
 Office of Administration  
 Missouri Motor Carriers Association

# Improving the Hiring Process

During FY03, the Division of Personnel worked to identify measures that would serve to improve the overall hiring processes in the Missouri Merit System. Specifically, to:

- Identify measures and strategies that could reduce the time to add applicants to the list of eligibles.
- Identify methods to simplify the application process for job seekers and agencies.
- Identify technological advances that would enable the division to expedite the application process, including the development and implementation of an electronic application.
- Identify methods to assist hiring managers and supervisors in state agencies.

A team of personnel representatives, including managers and analysts, agency representatives and individuals representing OA reviewed historical data and previous service delivery strategies. The team also reviewed current application and agency performance data and processes to establish “best practices.”

Through a series of focus group presentations, the team also collected qualitative data from Merit System Agencies. As a result of this work, the following steps for improving the hiring process were established:

- **Upgrade recruitment** – through collective advertising of merit system vacancies and a centralized vacancy listing.
- **Upgrade the applicant pool** – by ensuring that the top 15/15% serves the “Merit” concept.
- **Upgrade the application process** – by developing an electronic application system and communicating with applicants via the Internet to expedite responses and saving the cost of postage.
- **Upgrade Merit examinations** – by reviewing the reliability and validity of exams, streamlining exams when possible and developing an online examination system.
- **Upgrade existing communication** – through a renewed commitment to continuously improve the overall quality of service delivered to agencies.

Overwhelmingly, agencies suggested that using technology for applications and communication with agencies and applicants would significantly reduce the time it takes to process applications or respond to agency requests or inquiries.

Overwhelmingly, agency representatives agreed that using available technology would reduce the mailing cost and postage, and would provide agencies with immediate access to applicant information.

## Strategies Defined:

### Upgrade Recruitment

- **Collective advertisings**  
The Division of Personnel will work collectively with other state agencies and news publications to unify the advertising of vacancies in newspapers throughout the state in order to centralize the location of all state government jobs to potential applicants. This should reduce the collective cost of advertising for state agencies and should present a structured and consolidated vacancy listing generated from the division.
- **Centralize vacancy listing**  
The Division of Personnel will pursue ways in which technology can allow applicants to sort or query for the type of jobs they seek, by location, salary or agency, etc.

Continued on the next page.



## Upgrade the Applicant Pool

- **Ensure that Top 15 or 15% serves the “Merit” concept**

The Division of Personnel will continually review and upgrade examinations and examination ratings (RSMo 36.240.3) to ensure that candidates available on the register of eligibles are qualified and ranked or grouped according to the requirements and needs of the agencies. This will ensure that each assessment tool yields scores that facilitate the identification and selection of the most qualified applicants, based on the knowledge, skills, and ability required for the class.

## Upgrade the Application Process

- **Develop an Electronic Application**

To take advantage of technology, the Division of Personnel will begin developing an electronic application available via the Internet. Considering the overall investment an electronic application will require, the application will likely focus on education, experience and related requirements for a job class, or job family, for which the individual is applying; and not necessarily for all job classes for which the applicant could apply.

- **Allow applicants to maintain their own address and employment preferences using the Internet**

The Division of Personnel will explore ways in which applicants can maintain their name, address, and employment preferences via the Internet without having to contact the Division of Personnel to do so. Accommodations would be maintained in the Division of Personnel and other locations throughout the state for applicants who do not have home computers to accomplish these changes.

- **Contact applicants using E-Mail**

By establishing a means in which to contact applicants via email, the Division of Personnel and other state agencies can expedite applications; responses and overall communication, while reducing the cost incurred to contact and correspond with applicants. Similarly, applicants will be able to respond more quickly thereby expediting the scheduling of interviews, which could reduce the overall time to hire an individual.

## Upgrade the Examination Process

- **Evaluate the effectiveness of current exams**

The DOP would review the effectiveness of exams to ensure that testing tools are still measuring the skills agencies seek in new hires.

- **Update and streamline exams**

Written exams and E & E (Experience & Education) rating guides will be reviewed and updated to solicit the most relevant information for a particular job class. The scope of the task and data analysis in developing exams must be balanced against the resources and time required to update and administer exams.

- **Develop on-line exams**

Applicants should be able to provide information in a manner that can allow for the minimum qualifications to be assessed and exams to be administered over the Internet. Qualifications and examinations need to elicit the information that can be assessed and calculated in a database. Applicants may be required to apply multiple times, to be considered for employment for multiple job classes.

## Upgrade the Existing Communication Process

- **Reduce cost and increase communication using the Internet**

As we move toward leveraging technology in the examination and selection process, we need to ensure that everyone understands what the process is and how to go about applying for merit system positions and non-merit positions. It will be critical to provide clear and concise instructions if these new processes are to be successful.

- **Commit to continuously improve inter-agency communication**

The Division of Personnel recognizes the importance of continuously improving overall communication processes. We will utilize periodic focus group meetings, and satisfaction surveys to ensure that we continuously address the needs of all agencies.

The complete *Improving the Hiring Process Report* can be found on the Division of Personnel web site at [www.oe.mo.gov/pers/](http://www.oe.mo.gov/pers/)

